



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, **14 March 2016 at 7.30 pm.**

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING FOR MEMBERS AT 7.15P.M.**

**John Lynch**  
**Head of Democratic Services**

Enquiries to : Peter Moore  
Tel : 020 7527 3252  
E-mail : [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)  
Despatched : 04 March 2016

### Membership

#### **Councillors:**

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

#### **Substitutes:**

Councillor Alice Perry	Councillor Alice Donovan
Councillor Nick Wayne	Councillor Satnam Gill OBE
Councillor Flora Williamson	Councillor Nurullah Turan
Councillor Mouna Hamitouche MBE	Councillor Robert Khan
Councillor Theresa Debono	Councillor Paul Smith
Councillor Alex Diner	QUORUM 4 COUNCILLORS

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**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.

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<b>H.</b>	<b>EXCLUSION OF PUBLIC AND PRESS</b>	
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The next meeting of the Policy and Performance Scrutiny Committee will be on 9 May 2016 **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 - 11 February 2016

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 11 February 2016 at 7.30 pm.

**Present:**           **Councillors:**       Gallagher (Chair), O'Halloran (Vice-Chair), Comer-Schwartz, Doolan, Ismail, Kay, O'Sullivan, Russell, Andrews, Chowdhury, Wayne and Jeapes  
**Also Present:**       **Councillors:**       Hull and Convery

### Councillor Troy Gallagher in the Chair

- 200**        **APOLOGIES FOR ABSENCE (Item 1)**  
Councillors O'Halloran, Court and Klute. Councillor Kay for lateness.
- 201**        **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**  
Councillor Wayne stated that he was substituting for Councillor O'Halloran
- 202**        **DECLARATIONS OF INTEREST (Item 3)**  
None
- 203**        **TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**  
**RESOLVED:**  
That, subject to the addition of the word 'the' and the deletion of the word 'he', the minutes of the meeting of the Committee held on 21 January 2016 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them
- 204**        **MATTERS ARISING FROM THE MINUTES (Item 5)**  
The Executive Member Finance and Performance stated that the final settlement from the Government had now been received and that this did not differ from the provisional settlement announced. He added however that additional monies had been given to Conservative shire Councils
- 205**        **PUBLIC QUESTIONS (Item 6)**  
The Chair outlined the procedures for filming and recording of meetings and also the procedure for Public questions
- 206**        **CHAIR'S REPORT (Item 7)**  
The Chair informed Members that a meeting had been arranged to visit the Integrated Gangs Team at Tolpuddle Street in relation to Knife Crime scrutiny review on 19 February 2016 at 10.30 a.m. and all Members were welcome to attend
- 207**        **KNIFE CRIME, MOBILE PHONE THEFT ETC. SCRUTINY REVIEW - WITNESS EVIDENCE (Item 8)**  
Members welcomed Ross Adams, Chance UK and Shareen Connolly, Safer London Aspire and some young people taking part in the scheme, to the meeting.

During consideration of the evidence the following main points were raised –

## Policy and Performance Scrutiny Committee - 11 February 2016

- Safer London Aspire is a mentoring project for 11-18 year old young people at risk of involvement in ASB, offending and gangs
- Members were informed of the activities that the mentors took part in with the young children and the scheme tried to ensure that mentors chosen to work with children had similar interests
- Mentors met with children regularly and at present there were 27 active mentors and 52 on the database. In future they were looking to identify more categories of mentors and interviews after application took place and assessments and if these were successful mentors would then attend a 3 day intensive training course and then final suitability is assessed
- In response to a question it was stated that the scheme did have sufficient applications for mentors and that most of the children referred tended to come through referrals from Families First, youth offending etc.
- Safer Aspire stated that ideally they would like to extend the service to more young people and to recruit more mentors and train them more intensely
- The view was expressed that it was felt that there is a need for more early intervention and more input from schools
- In response to a question it was stated that mentors were allowed £20 per week to spend on activities per child, however it is often difficult to get children into sporting clubs. There is currently MOPAC funding for early intervention for 11-17 year olds
- The MOPAC funding was initially for a 2 year period and this has been extended for a further 2 years until 2017, however following this funding is uncertain but there is a commitment for it to continue in some form. Councillor Convery stated that in his discussions with MOPAC about youth crime in the borough he felt that funding would continue and the monies would be concentrated on youth crime and Domestic Violence
- The young children present stated that they felt additional funding would be beneficial given the cost of activities. Members stated that they wished the children success in the scheme and in future
- Chance UK provides an early intervention programme for 5-11 year olds through intensive mentoring and family support
- Referrals mostly came from the child's school and would be in relation to concerns about mental health, hyperactivity, peer pressure etc. and work would be carried out with the child and the family and there were high instances of parents who suffered from depression and anxiety, from Domestic Violence etc.
- The results of Chance UK were consistently good and 85%-95% of children when graduating from the service had improved behaviour and 75% had improved social care and relationships with their families
- Chance UK services were able to be externally evaluated
- Members expressed the view that Chance UK did excellent work and that the work helped to improve families lives and that it would be useful if some anonymised case studies could be circulated to Members
- In response to a question as to whether it was felt that there had been an increase in poverty and this was a factor, it was stated that in the previous year families were being affected by the welfare changes
- It was stated that the approach had changed over recent years from telling someone how they were going to be helped to a more targeted approach to assist the child/family concerned as to what would assist them the best in accessing appropriate services
- In response to a questions as to whether the Council could do more to offer more continuing support for families at the end of the programme it was stated that there is a need to plan expectations and Chance UK looked at the activities and legacy

that could be put in place to continue progress, such as sports and social clubs, school activities, out of school activities and small scale projects

- In response to a question as to what the Council could do to continue the work that Chance UK had done once it had finished and if it continued to monitor progress, Chance UK stated that they linked in with Families First to give them information as to possible sources of funding to access and that in terms of Council initiatives there were bits of funding across London that could be accessed in order to assist based on the needs of the child
- It was stated that one of the recommendations of the Children's Services scrutiny committee on a scrutiny review that they carried out in relation to Early Help made a recommendation relating to funding and that this could be looked at
- A Member expressed the view that the lack of playspace in the borough was a problem and Chance UK stated that this is challenging and that often facilities outside the vicinity needed to be accessed
- Chance UK stated that it is important to build trust with the children and assess their coping skills and if there is an immediate risk to the child and get them access to help. However, it is often difficult to get parents to access a GP and counselling but there is an ongoing dialogue with parents about how things were progressing
- In response to a question as to whether children were tracked to see if they achieved academically or went to University after interventions by Chance UK it was stated that it is too expensive for Chance UK to be able to do this, however it is felt that there is more collectively that could be done to assess how families were progressing but there is evidence to show that following intervention children were re-engaging with school and education
- The view was expressed that the Council needed to look to discuss with schools and its Leisure Services provider the use of facilities and get them to assist in enabling organisations such as Chance UK and young people to access facilities outside school hours at a low cost
- In response to a question as to whether the tracking of outcomes is feasible it was stated that this would involve a great deal of resources but this could be subject of further discussion, as if outcomes could be shown to have improved an economic case could be made for early intervention and work of this nature. Councillor Convery expressed the view that even if it is shown that there is a saving to the Government from these schemes it is not guaranteed that the monies saved would be reimbursed to Councils
- Reference was made to the recent visit to the PRU and that Members had been informed that the cohort of young people admitted had changed and there were more girls going to the PRU
- Chance UK stated that they now had a girls programme, which involved 10 Islington and 10 Hackney girls, however this programme is still being developed and needed to be developed. The programme also deals with child sexual exploitation and Chance UK stated that schools were a good place to start to develop a good picture of the child and the family

The Chair thanked Chance UK and Safer Aspire London and the young people for attending and that they would welcome any views on the scrutiny recommendations when they were prepared.

The Chair also thanked Councillor Convery for attending

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

- Islington has seen a reduction of 4% in serious youth violence this year and also reductions in first time entrants to the criminal justice system which shows that more young people are being diverted away from crime
- The introduction of Operation Attrition and Operation Omega had had a marked reduction on phone crime and other linked offences, such as the theft of two wheeled vehicles. However, towards the end of the year, a number of known young offenders were released from custody and despite active offender management, there has been a significant rise again in theft snatch levels, particularly during December 2015. These crimes have been committed by moped riders and by young people on pedal cycles
- There is also a focus on adults who are recruiting young people into the community although there is a great deal of work still to be done in relation to this
- Youth violence, robbery and knife crime have all seen continued reductions and in the second half of 2015 the number of knife related critical incidents has almost halved
- The forming of the Integrated Gangs Team is now almost fully staffed with significant contribution from Children's Services to support safeguarding and work around child sexual exploitation
- There is a focus on known individuals and case management of a relatively small number of individuals and cross border work with Camden. It was noted that the gangs in Islington and Camden were of a different nature to those in Haringey and Hackney
- Reference was made to the recent report of the Youth Offending service and it was stated that it had indicated a problem with the Police involvement but that Councillor Calouri would be attending the next meeting of the Committee to discuss the report, however there were good working relationships with Police in areas such as licensing and the Community Safety Unit. In addition, the Police were addressing the concerns outlined in the Youth Offending service report
- In response to a question it was stated that there were a number of extremely young offenders and it is important to target these and it may take 3/4 years before the measures being taken are reflected in reductions in criminality and there is a need to stop criminal behaviour before it becomes prolific
- It was stated that only 5/6 criminal behaviour orders were issued last year and these were linked to gang activity and serious criminality
- Community engagement is taking place and youth crime and community engagement are the primary themes of the Islington Crime summit on 5 March
- It was noted that a number of young offenders came from extremely damaged families and it is important to deal with these underlying problems as well as enforcement action being taken
- A Member expressed the view that the gentrification of the borough and social widening of wealth may have contributed to the increase in crime. It was stated that the lack of family cohesion and disaffection, as well as the lucrative financial aspect of drug dealing also is a contributory factor
- It was also stated that with the reductions in Police and Council budgets it would be increasingly difficult to reduce criminality
  
- In response to a question it was stated that once gang leaders were imprisoned it often results in power 'grab' and gangs in Islington tended to be less hierarchical and more chaotic
- In relation to a question it was stated that where there is well evidenced criminality by the Police the CPS would prosecute, however on a number of occasions there is



no further action taken and the Borough Commander is keen to ensure that in such cases this evidence is left on file to improve intelligence

- A Member referred to the fact that when Committee Members had met the Margate Task Force they had expressed the view that the Integrated Gangs Team worked better in Margate as a result of being located in a Council building rather than a Police station. Councillor Convery responded that the Margate Task Force were undertaking a slightly different role to Islington but as the situation evolved the siting of the team could be considered if there is a need

**RESOLVED:**

That the report be noted and that Councillors Calouri and Convery attend the next meeting of the Committee to discuss the Youth Offending service report

**209**

**REPORT OF PROCUREMENT BOARD (Item 10)**

Councillor Andy Hull, Executive Member Finance and Performance was present, together with Steve Key, the Service Director Finance.

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

- The Executive Member stated that he encouraged Trade Unions to notify him of instances if they felt contractors or sub-contractors were not paying the LLW
- It was noted that the threshold in the Procurement rules that triggers the requirement for competitive tenders has been raised. In addition it is being looked at as to whether the threshold could be set higher for certain procurements so that voluntary organisations could benefit from a 'light touch' approach where it may be possible to reduce the tender burden on certain services within this categorisation
- In relation to paragraph 3.4 it was noted that the issue of social value in housing contracts had been raised as an issue and that the issue of sub-contractors needed to be clarified. It was stated that there were social value champions on the Procurement Board and that the issue of payment of LLW to sub-contractors could be clarified in terms of the relevant legislation. It was stated that information could be supplied detailing some of the instances of where challenges had been made by the Procurement Board
- In relation to local suppliers reference was made to how many of LBI's suppliers were based in the borough and it was stated that this information would be provided to Members
- In response to a question it was stated that data on the use of LBI consultants, as opposed to agency staff, in the past few years be provided to Members together with the strategy to reduce this by 2020
- Reference was made as to whether when commissioners drew up packages of work this is co-ordinated to draw together similar schemes and it was stated that this is being looked at
- In response to a question it was stated that the Resident Impact Assessment was not relevant on this particular report, however these are included in each individual procurement report and that an example could be provided to Members
- It was stated that with regard to domiciliary care that all staff now received the LLW and that they were paid for travelling time and the Council were leading the way on social care provision resulting in a more content and stable workforce
- Reference was made to the tendering for capital works and that the Leaseholders Association often complained that the procurement process was based on a schedule of rates and following the tender award there was often an uplift and the Service Director Finance stated that he would investigate and let Members know details thereon

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- A Member enquired whether services could consider in house provision before procuring services and it was stated that whilst this is not always possible, managers would always review the best way of delivering a service before they considered a procurement process
- In response to a question as to how many of the contractors were local it was stated that this was difficult to ascertain as companies may not have head offices based in Islington but be nationwide or vice versa, or a contractor may use sub-contractors, who were/were not local
- In response to a question it was stated that there is now an overall picture of which voluntary sector organisations are funded across the Council
- A Member enquired as to how many organisations had attended the workshops referred to in paragraph 3.9 of the report, and how many had successfully bid for Islington contracts and it was stated that this information could be supplied to Members

### RESOLVED:

- (a) That information be provided to Members of the Committee –

Instances of where the Procurement Board has challenged procurement exercises on the basis of social value

How many local suppliers are based in the borough

The data on the use of LBI consultants in the past few years be provided, together with the strategy to reduce this to 2020

Examples of RIA's that have been carried out in relation to recent procurement exercises

Information on possible uplifts in schedule of rates in housing contracts following a procurement exercise and any reasons therefore

Information as to how many organisations had attended the workshops referred to in paragraph 3.9 of the report and how many had successfully bid for Islington contracts

- (b) That the report be noted

The Chair thanked Councillor Hull and Steve Key for attending

## 210 **WELFARE REFORMS UPDATE (Item 11)**

Councillor Andy Hull, Executive Member Finance and Performance was present together with Ian Adams, Director of Financial Operations and Customer Service.

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

- Members welcomed the retention of the residents support team
- Reference was made to paragraph 4.1 of the report and that this outlined the main issues although some changes proposed had been rejected by the House of Lords
- The benefit cap introduction has now been delayed to October 2016 and until July 2017 in Islington and additional funding had been allocated to London and Islington's Discretionary Housing payment allocation had risen from £1m to £1.1m
- In response to a question it was stated that the shared accommodation changes came into force in 2018 and would be applied to the public sector in addition to the private sector. Councillor O'Sullivan requested that he be informed of any possible exemptions to the changes

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- The view was expressed that more elderly people will be subject to the benefit due to the increase in the retirement age and that if people are made redundant it is more difficult for them to get back into work
- Reference was made to the fact that some of the changes would make it punitive for certain people to return to work
- Islington was one of the trial DWP areas for the testing of Universal Credit (USDL) and the results of this had been submitted to Government and it had shown that people could be supported back into work and none of the people on the trial had been subject to DWP sanction. It was stated that a briefing on the USDL trial could be sent to Members
- In response to a question it was stated that the projected date for the transition to Universal Credit was now 2018/19
- Concern was expressed that with the introduction of personal budgeting and the fact that residents may run up rent arrears particularly if on a low income

### **RESOLVED:**

That the report be noted and that Members be provided with a briefing on the USDL trial

The Chair thanked Councillor Hull and Ian Adams for attending

### **211 MONITORING REPORT (Item )**

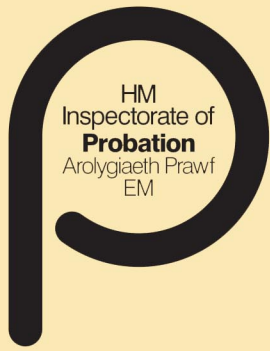
#### **RESOLVED:**

That the report be noted

The meeting ended at 10.30 p.m.

**CHAIR**

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# Full Joint Reinspection of Youth Offending Work in Islington

An inspection led by HMI Probation



# Foreword

This inspection of youth offending work in Islington is one of a small number of full joint inspections that we are undertaking annually with colleagues from the criminal justice, social care, health and learning and skills inspectorates.

We chose to reinspect in Islington as performance at the last inspection, 18 months ago, had shown that outcomes for children and young people were poor. The reoffending rate<sup>1</sup> for Islington was 52.1%, this had increased from the previous year and was significantly higher than the average for England and Wales of 37.4%.

Work to reduce reoffending in Islington is not without its challenges, including significant issues with gangs and serious youth violence. The Partnership Board has a clear idea of what work needs to be done to reduce reoffending, to protect the public and to keep children and young people safe. Since our last inspection there have been some improvements. However, the Partnership Board has not yet consistently ensured that services to children and young people are effective and, as a result, outcomes remain poor. Although the Youth Crime Strategy<sup>2</sup> sets out how the Partnership Board intends to tackle these problems, we found that the relationship between the local authority and the police, and the subsequent poor coordination of joint work, had resulted in a lack of focus on public protection and the management of the serious risks some children and young people posed to others.

The Board now needs to focus on improving the service delivered to children and young people who offend and on improving their outcomes. The recommendations made in this report are intended to assist Islington in its continuing improvement by focusing on specific key areas.



**Paul Wilson CBE**

*HM Chief Inspector of Probation*

*January 2016*

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1 Published July 2015 based on binary reoffending rates after 12 months for the October 2012 – September 2013 cohort. Source: Ministry of Justice.

2 The Islington 'Youth Crime Strategy' produced in July 2015 sets out how partners intend to reduce offending, protect the public and manage the vulnerability of those who offend.

# Key judgements

<b>Reducing reoffending</b>	★☆☆☆
<b>Protecting the public</b>	★☆☆☆
<b>Protecting children and young people</b>	★☆☆☆
<b>Ensuring that the sentence is served</b>	★★★☆☆
<b>Governance and partnerships</b>	★★☆☆☆
<b>Interventions to reduce reoffending</b>	★★☆☆☆

# Summary

## Reducing reoffending

*Overall work to reduce reoffending remained poor.* The Partnership Board have not yet been able to translate work done into tangible improvements in the management of cases. The nature of the relationship between the local authority and the police has led to confusion of efforts, miscommunication and duplication of some work. Importantly, there are some key missed opportunities including information sharing and the provision of much needed offending behaviour interventions.

## Protecting the public

*Overall work to protect the public and actual or potential victims remained poor.* This was the YOS's weakest area of practice. We found that assessment of the risk that some children and young people posed to others was often confused with their vulnerability. In addition, processes and systems to ensure that Multi-Agency Public Protection Arrangements were effective were not robust. Due to the nature of children and young people's involvement in gangs, which sometimes put their siblings and friends at risk of harm, this was not always considered or planned for.

## Protecting children and young people

*Overall work to protect children and young people and reduce their vulnerability remained poor.* The YOS was able to identify issues that made children and young people vulnerable, but the response and support they received from children's services was variable, and there was a genuine confusion and lack of understanding of how to protect individuals who also posed a risk of harm to others due to gangs<sup>3</sup> or serious youth violence. The risks associated with gang activity, including the sexual exploitation of girls and threats to siblings and family, were either not understood or not always robustly considered. Some of the children and young people whose cases we assessed had not been fully protected.

## Ensuring that the sentence is served

*Overall work to ensure that the sentence was served remained satisfactory.* The diverse range of needs that children and young people had was recognised and responded to. When necessary, breach and non-compliance were responded to appropriately.

## Governance and partnerships

*Overall, the effectiveness of governance and partnership arrangements was unsatisfactory.* The Partnership Board has undertaken a range of work including strengthening the Partnership Board and recruiting a suitably skilled staff team. This was intended to provide the foundations for change. Board members now need to focus on a small number of key areas that will improve service delivery and outcomes for its children and young people.

## Interventions to reduce reoffending

*Overall, the effectiveness of interventions to reduce reoffending was unsatisfactory.* Children and young people perceived some benefits in their relationships with case managers, but still lacked access to critical offending interventions including gang issues. This necessarily limited the impact of the YOS on children and young people. Access to education, training and employment opportunities had improved as had access to health care providers.

<sup>3</sup> The Metropolitan Police defines Gangs as a group of people who see themselves as a noticeable group, engage in a range of criminal activity and violence and Serious Youth Violence as any offence of most serious violence or weapon enabled crime where the victim is aged 1 to 19. These definitions are widely accepted.



# Recommendations

Within 12 months of the publication of this report, post-inspection improvement work should ensure that:

1. there is effective joint work between the local authority and the police to reduce offending, protect the public and keep children and young people safe, including co-location of the YOS police (Chief Executive Officer and the Metropolitan Police)
2. all staff have the relevant training, support and resources to manage the complex cases they hold (YOS Partnership Board and the YOS Manager)
3. risk of harm to others is identified and managed so that actual and potential victims are protected as far as possible. (All)

Please note – throughout this report all names referred to in the practice examples have been amended to protect the individual's identity.

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# Reducing reoffending

# 1

# Theme 1: Reducing reoffending

## What we expect to see

As the purpose of the youth justice system is to prevent offending by children and young people we expect youth justice partners to increase the likelihood of successful outcomes by undertaking good quality assessment and planning, delivering appropriate interventions and demonstrating both positive leadership and effective management.

## Case assessment score

Within the case assessment, overall 44% of work to reduce reoffending was done well enough.

## Key Findings

1. The relationship and joint working between the local authority and the police was not effective in reducing reoffending. Without better joint working, it is very difficult to see how the Youth Crime Strategy will be achieved.
2. Assessment had improved but planning remained weak. Planning often did not cover actions to address key offending behaviours, including gang membership and entrenched offending behaviour.
3. Targeted work had resulted in reduced reoffending rates for Looked After Children.
4. While there was good access to a range of interventions to support some of the wider welfare needs, there remained a lack of access to key interventions focusing directly on reducing reoffending.
5. Case managers were able to *tell* inspectors about the child or young person's involvement with gangs, and the effect of this. However, they rarely had sufficient timely information, support or training to assist them in *helping* individual children and young people who were affected by gang activities.
6. Access to most health services had improved since the last inspection and we saw some good health outcomes.
7. The importance of education, training and employment (ETE) was recognised by the local authority and attention had successfully been paid to improving outcomes in this area.

## Explanation of findings

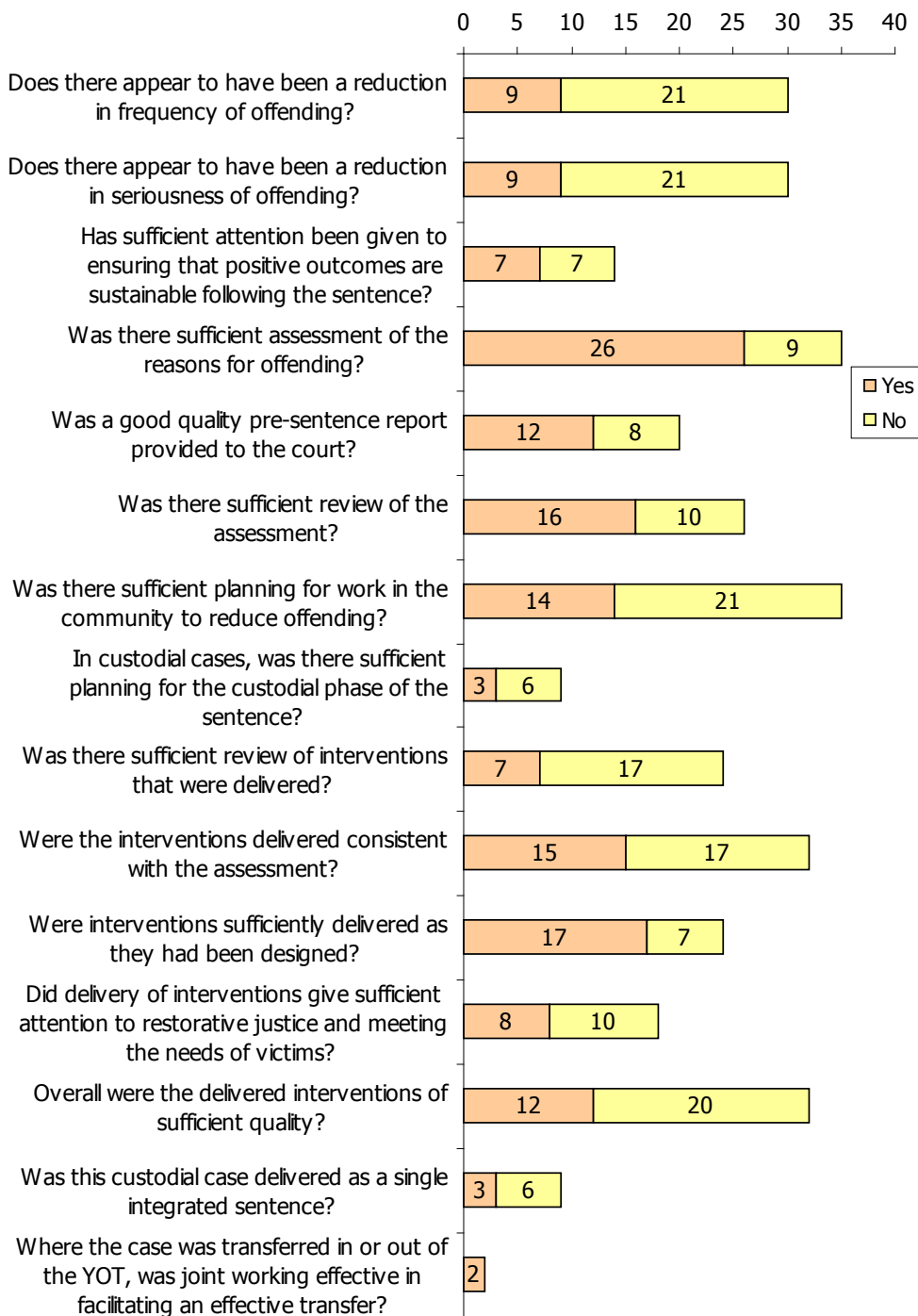
1. Inspectors were struck by the level of complexity of the cases held by the YOS, including the impact of gangs and serious youth violence. We knew that many of the children and young people and staff had been greatly affected by the tragic deaths of three young people in the area. Although the YOS had commissioned complex case training for all case managers, this had not been sufficient. Furthermore, we were disappointed that interventions to deal with emotional health, personal relationships, attitudes to offending and motivation to change, so critical to many of the children and young people, were not in place.
2. Sufficient efforts to assess why children and young people had offended had been made in three-quarters of all cases we assessed, with particularly good attention being paid to physical health issues, alcohol issues and living arrangements.
3. Planning to reduce reoffending was not strong. Although supporting factors were listed (especially ETE), the plans tended not to specify what direct action or work needed to be undertaken to reduce offending behaviour. Just under half of the children and young people in our case sample accessed key interventions that were consistent with their reasons for offending.

4. The reviews of offending behaviour work that had taken place had not enabled case managers, or children and young people, to refocus the work or support being provided. In only one-third of cases were the delivered interventions robustly reviewed and, therefore, case managers were not always told of any changes that they needed to know so that they could best manage the case. This included information from any police actions and updates from the involvement of children's social care.
5. When case managers became aware of positive changes they frequently supported children and young people to maintain these. This was usually achieved through one-to-one support. Case managers also paid particular attention to the many diverse needs of children and young people.
6. Given the nature of offending, which included ongoing issues with robbery, knife possession and crime, gang and serious youth violence; we were concerned about the nature of the joint work between the local authority and the police. Despite evidence of improved relationships, the lack of joint work was failing both children and young people and victims. The relationship between the two was simply not good enough.
7. Offending outcomes remain poor, one in ten of the YOS children and young people are in custody, and reoffending rates are higher than those of other similar YOSs. Case managers were concerned that, without the correct range of interventions targeted specifically at their cohort of children and young people, outcomes were unlikely to change. We share their concerns.
8. We identified more progress and impact on the lives of children and young people through the improved provision of ETE. Some very good provision was available with placements that were engaging and managed complex risks and vulnerabilities. Inspectors found that staff were tenacious in supporting children and young people's participation in ETE. Staff persisted with children and young people over time and tried different options for children and young people when their education broke down. The ETE worker in the YOS provided good leadership and intervened effectively in casework. We saw that due to the intervention of this worker, a child was returned to school after exclusion for an offence committed at the weekend and his education place was maintained.
9. Since the last inspection, assessment and access to health provision had improved. The health staff that we met during the inspection were motivated and dedicated to help improve health outcomes for children and young people. In general, they were well-regarded by their colleagues. It was evident that they used a variety of methods to engage children and young people, including seeing them in various locations and on home visits.

## Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 35 cases were inspected. However, the total answers may not equal this, since some questions may not have been applicable to every case]

### Reducing Reoffending



# Protecting the public

# 2

## Theme 2: Protecting the Public

### What we expect to see

Victims, and potential victims, of crime have the right to expect that everything reasonable is done to manage the risk of harm posed by children and young people who have offended. We expect to see good quality assessment and planning with the delivery of appropriate interventions, and positive leadership, effective management and partnership work which reduces the risk of harm to others.

### Case assessment score

Within the case assessment, overall 38% of work to protect the public was done well enough.

### Key Findings

1. There had been little improvement since the last inspection in work to manage risk of harm to others and to protect the public.
2. A lack of effective communication between the YOS and the police hampered the case manager's ability to respond to changing risks.
3. There was confusion as to how to manage an individual's risk of harm to others and their vulnerability at the same time.
4. Management oversight of work to manage risk of harm to others and public protection was not sufficient.
5. Wider public protection arrangements were not always used as they should be.

### Explanation of findings

1. In just over half of the cases that we inspected there was an accurate assessment of all relevant risk factors. In those that were not good enough this was because the nature and level of risk was unclear, we judged that in six cases the risk classification was too low, and that in seven cases there was insufficient assessment of potential victims and other harm related behaviour.

### Example of notable practice

**I**n one case the nature of the young person's history of offending (persistence in carrying imitation firearms and bladed weapons and his previous convictions of supplying class A drugs) was simply not reflected in the assessment of his risk of serious harm to others.

2. Case managers' ability to respond to and adapt to changes was significantly hampered by a lack of real-time and direct information from the police. When we spoke to case managers about how they knew of any police intelligence for those children and young people who were in a gang, they told us about a weekly intelligence meeting. We observed this meeting and found that police information had been distilled into a report providing a summary of information from the previous week. YOS managers attended this meeting, but the YOS police officers did not. This system of information sharing was ineffective, actions were unclear and, critically, case managers did not have direct and quick access to the police officers to explore the information and its implications.



### Example of notable practice

During a weekly intelligence sharing meeting between community safety and the YOS, the case of a 14 year old boy was discussed. He had been reported missing by his carer who was concerned that he was: "trafficking". There was no discussion of this or any pattern of behaviour or what steps needed to be taken to find him. In fact there was no clarification about the exact nature of the trafficking, and it was not clear whether or not it was this young person who was being trafficked. The meeting could be effective if it was clear what actions would be taken as a result of the information.

3. Multi-Agency Public Protection Arrangements (MAPPA) were not robust. There were a number of issues that came to light in two of the cases that we inspected. Firstly, there was a problem in the identification of cases that met the MAPPA criteria and secondly, there was a lack of joint work with the police.

### Example of notable practice

A 17 year old had repeatedly used violence to enable him to dominate and control others. He made credible threats to kill others and he was assessed as being capable of this. The case manager knew that the risks needed multi-agency management and put forward a request that he be considered by MAPPA. This was the correct judgement, but his request did not reach MAPPA as it was discussed at an internal risk review meeting. At this meeting the case was incorrectly graded as not being eligible. The case was eventually referred to MAPPA, who accepted the case at the highest risk management level (3) just days before his release; not leaving much time to put arrangements in place. Separately, and unknown to the case manager or the YOS, the police had already referred the case to MAPPA and had implemented a range of measures to manage the risk he posed to others and the risk to himself.

4. Planning to manage risk of harm to others was sufficient in just over half of the cases assessed. There was no plan in six cases where there should have been one, and in eight cases there was insufficient contingency planning, including that with other agencies.
5. We saw that some individual work was being delivered by case managers to help children and young people understand and reduce the risk that they posed to others, including work around anger management.
6. We judged that the YOS had done enough to keep risk of harm to a minimum in just 11 of the 32 assessed cases where it was required.

### Quotes from a member of staff

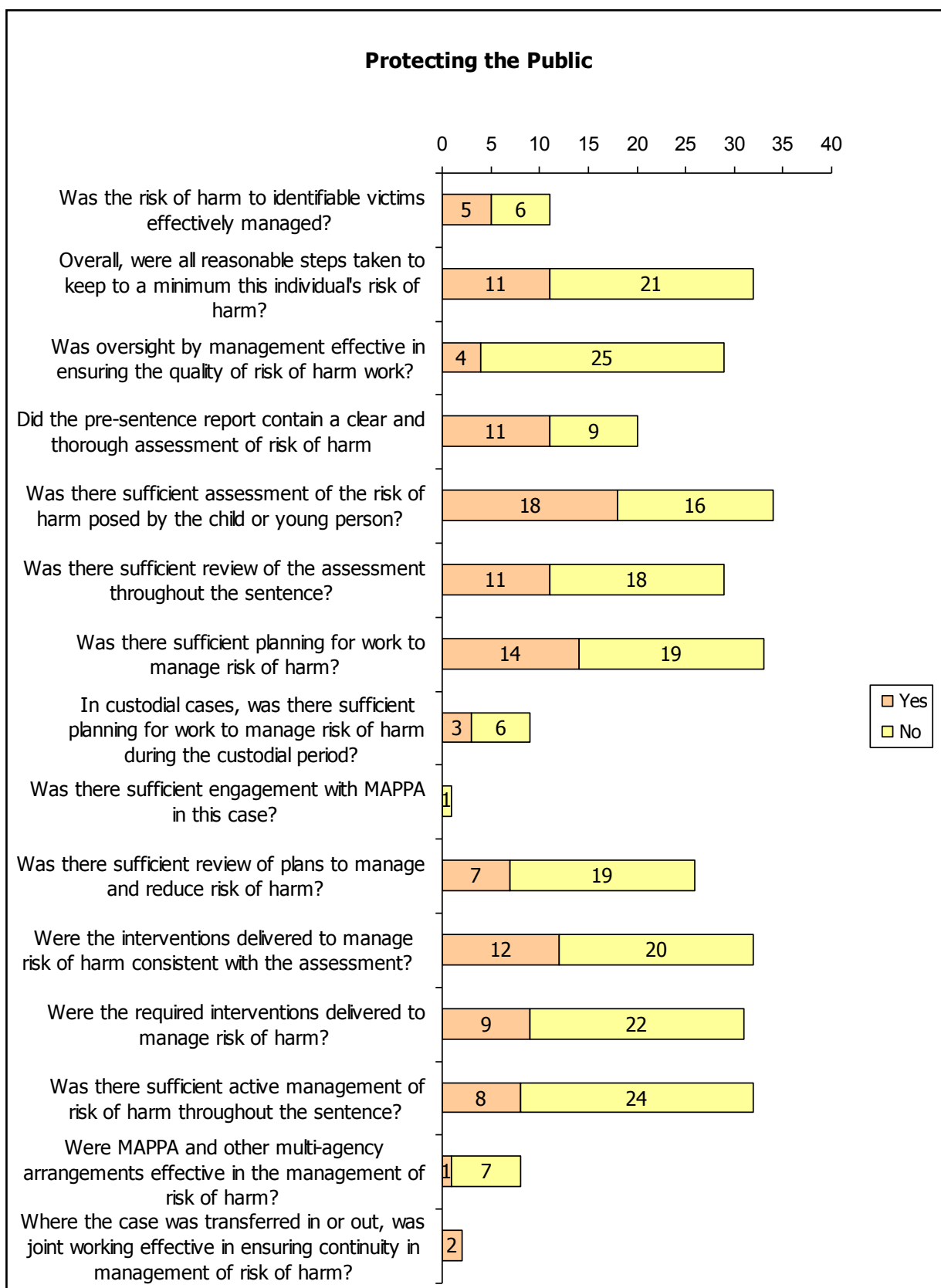
Staff were aware that the assessment and management of risk needed to be improved. One member of staff told us:

*"It's not that they are risk averse it's that they are risk unaware."*

Another said: "We need someone who understands risk and the risks here in Islington."

## Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 35 cases were inspected. However, the total answers may not equal this, since some questions may not have been applicable to every case]



# **Protecting the child or young person**

# **3**

## Theme 3: Protecting the child or young person

### What we expect to see

Whether the vulnerability of children and young people is a consequence of their own behaviour or the behaviour of others, we expect to see that they are kept safe and their vulnerability is reduced. This should be through good quality assessment and planning with the delivery of appropriate interventions, positive leadership and management, and an effective contribution to multi-agency Child Protection arrangements.

### Case assessment score

Within the case assessment, overall 47% of work to protect children and young people and reduce their vulnerability was done well enough.

### Key Findings

1. When a child or young person was vulnerable to gang issues, these were not always recognised or responded to in a consistent way by children's social care, who had been overly focused on matters unrelated to gangs.
2. There was some desensitisation to the vulnerabilities that children and young people faced and, as a result, there were high referral thresholds for strategy meetings.
3. Planning and the delivery of interventions to help keep children and young people safe was not always effective.
4. The role of the police in protecting children and young people was not clear; including to children and young people themselves.

### Explanation of findings

1. There was a sufficient understanding of vulnerability in 69% of inspected cases. The case managers' understanding was often better than that recorded, and we judged that all but one child or young person in the case sample was vulnerable and should have had a plan to keep them safe.
2. Planning to keep children and young people safe tended to lack specific actions with only 40% of vulnerability management plans judged as sufficient. We observed a risk and vulnerability panel where there was discussion about an individual who was missing from home. The action to the case manager from the meeting was: "to find him" but there was no support from the line manager or from other agencies about how this might be achieved. It was difficult to see how this meeting contributed to keeping this young person safe.
3. Case managers had made appropriate referrals to children's services when they had concerns, but had not always received the support they needed to keep the individual safe. This was particularly the case when vulnerability was linked to the child or young person's own behaviour or to gang issues. In one case we saw, a young person arrived at the YOS with a large burn to his neck and his explanation did not fit with his injury. He was known to be linked to a gang and had previously been assaulted by a parent. He was deemed to be a child in need, yet when neither he nor the parent would discuss the injury, no further action was taken.
4. There is a coordinated multi-agency response to child sexual exploitation which includes the YOS, and an equally effective system to track and review children and young people who go missing from home, care and education.

5. Many children and young people with complex needs had a Child in Need social worker as well as a YOS worker, and meetings had been held to share information and review progress. However, these did not always consider the right information and key knowledge which had previously been known, subsequently got 'lost'. Assessments and interventions did not always take account of all the known risks surrounding the children and young people, or give sufficient weight to critical offending information and intelligence. As a result, there was not a clear picture of what life was like for some children and young people, what the impact was on their families, or the 'push' and 'pull' factors at play, particularly in relation to gangs. Some interventions lacked specificity and timescales, making it difficult to review progress. Senior managers had acknowledged that the awareness of gang-related issues across the Child in Need Service requires improvement.
6. There has been insufficient understanding in the Child in Need Service that the harm experienced by a child or young person should be regarded as a safeguarding matter. Risks to siblings had not been routinely considered. The recent audit of YOS referrals to the Children's Services Contact Team, which was initiated as a consequence of this inspection, highlighted the need for staff within the Child in Need and Children's Services Contact Teams to revisit their understanding of what constituted a safeguarding issue. Clear advice has been provided to staff in these services that a strategy discussion or meeting should be considered when a child or young person has been stabbed, and that risk of harm to siblings should be considered.
7. There was not a clear understanding across the children's social care workforce of what constitutes a safeguarding issue with respect to children and young people affected by gang-related issues. Child in Need staff were not aware of the full range of risk indicators related to gang-related activity.

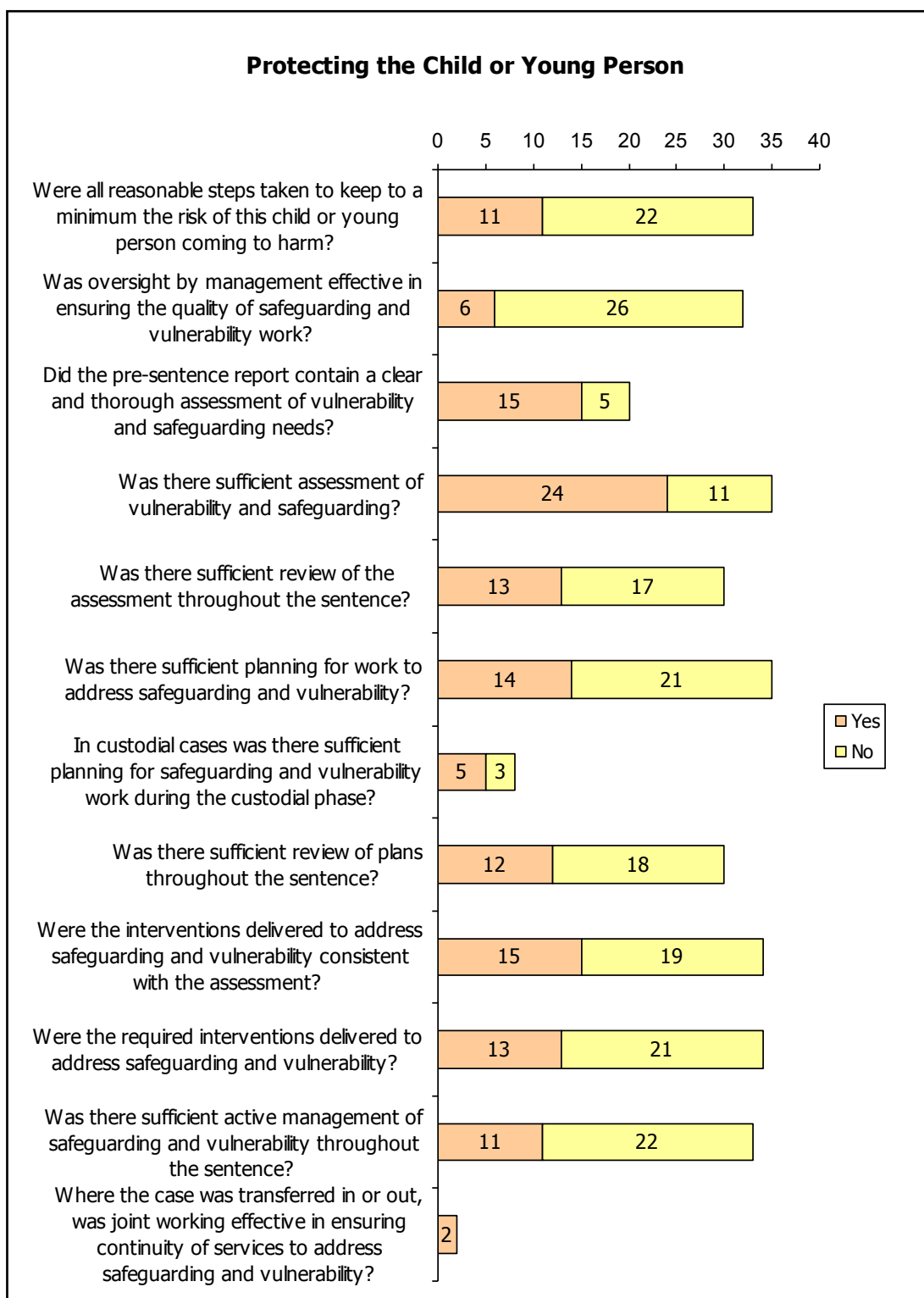
### Example of notable practice

During a session provided by the Targeted Youth Support Service, we spoke to a 14 year old young person who was known to the YOS. He told us that he was having problems getting to education as it was not in a safe area for him. This young person felt so at risk, having been stabbed on three previous occasions, that he chose to wear a stab vest.

8. Senior managers were unable to assure themselves that all staff in the YOS had a sufficient understanding of safeguarding issues. There was no current up to date picture of the training and competence of all staff. While training was available, it was not clear how that has been matched to needs. This was particularly important as the service had many staff who had joined relatively recently, and there was a lack of social workers with recent experience of Child Protection work within the service.
9. The vast majority of children and young people interviewed did not know that there were YOS police officers. One young person, who had difficulty reaching the YOS due to an intimidating gang presence at Finsbury Park, said that they would have liked to take advice from the YOS police regarding the nerve-racking walk to the YOS, had the young person been aware of them. He said: "*I found out there was one copper here when there was a kick off in reception.*"
10. The YOS police officers had limited knowledge of child sexual exploitation, MAPPA referral criteria, or the radicalisation of children and young people. Police officers within the gangs unit were aware of the radicalisation of one young person managed by the YOS but the YOS police officer was not aware.

## Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 35 cases were inspected. However, the total answers may not equal this, since some questions may not have been applicable to every case]



# **Ensuring that the sentence is served**

# **4**

## Theme 4: Ensuring that the sentence is served

### What we expect to see

Children and young people should serve their sentences as the court intends. We expect that the YOS will maximise the likelihood of successful outcomes by effective engagement with them and their families, responding to relevant diversity factors including paying attention to their health and well-being, and taking appropriate action if they do not comply.

### Case assessment score

Within the case assessment, overall 78% of work to ensure the sentence was served was done well enough.

### Key Findings

1. This area of practice remained the strongest and had improved since the last inspection.
2. Case managers were skilled in engaging children and young people, and children and young people recognised this by telling us that case managers had time for them and wanted the best for them.
3. Children and young people have received very good support and help from the speech and language therapist, which has improved their levels of communication and understanding.

### Explanation of findings

1. In order to help children and young people comply with their orders, case managers were particularly adept at identifying potential barriers to engagement. Examples of this included agreeing where they should meet, addressing any safety issues, considering language and cultural differences and making time to develop trusting relationships. Most children and young people we spoke to told us how case managers took time to get to know them, and were able to support their ambitions.

### Quote from a child or young person

*"The YOT gives you the time to sit back and think about what you are doing. The work with the YOT shows you that it's not all about you. That carrying a knife presents a danger to yourself, not just others."*

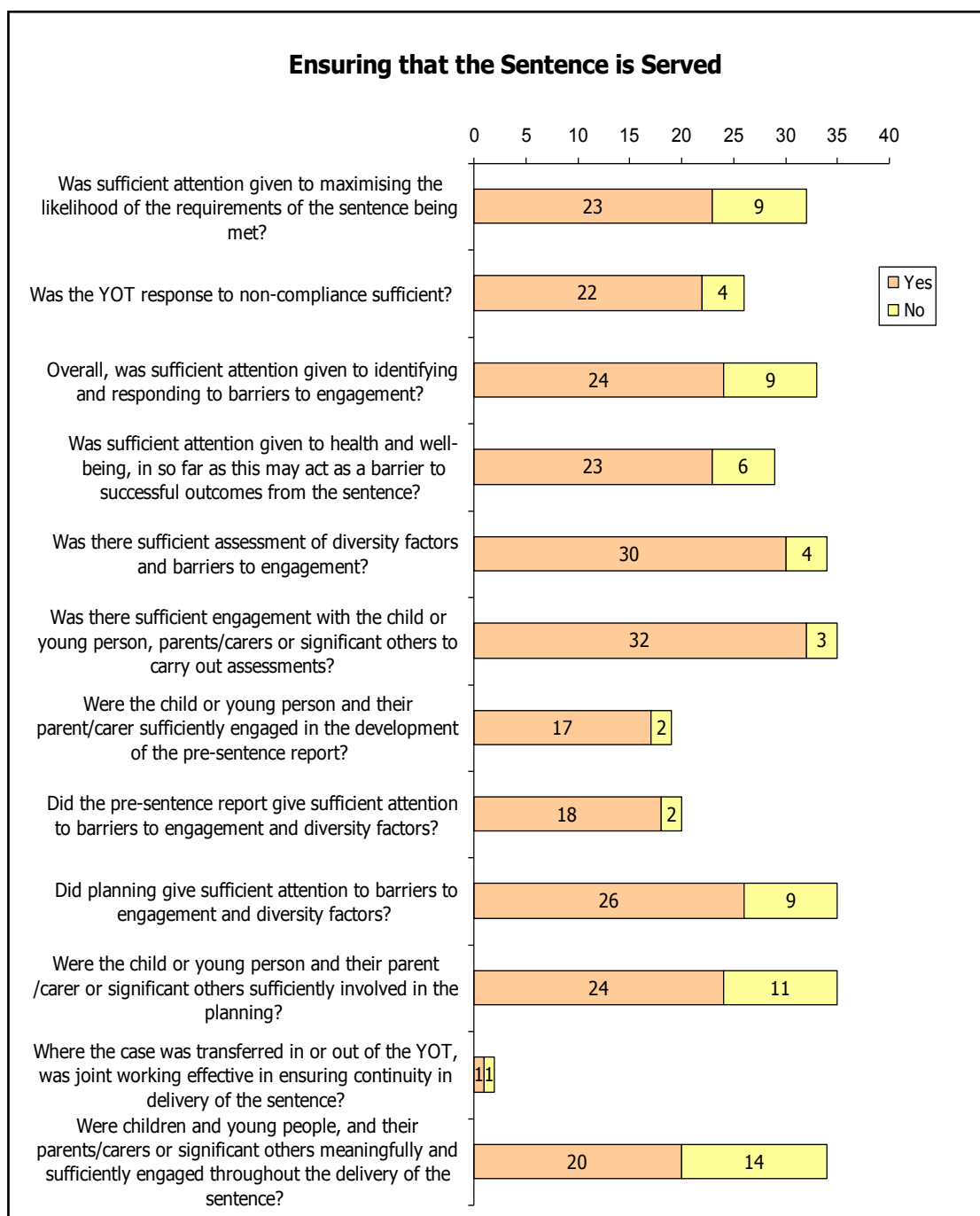
2. The same young person had always wanted to work in the IT industry. His case manager had helped him with his college application and he was successful in getting onto an IT course.
3. Parents/carers had been involved in assessment in almost all cases. Case managers respected the work of the parenting officer, who was able to support parents/carers, including all those whose children go to custody. The parenting officer supported parents to access other services such as the Intensive Family Intervention Team. Offers of a parenting course received mixed reactions but, on the whole, the parents/carers found this experience relevant and helpful
4. Planning often included diversity needs and discussions with case managers showed that individual learning styles were known and understood.



5. The speech and language therapist was based in the YOS for two days per week. They were held in high regard by their colleagues. Following the introduction of a screening tool, the therapist was able to carry out relevant work. Examples of this work included the production of a visual timetable for a young person who was not complying, and an amended appointment card to make it easier for children and young people to understand their appointments. Letters and other documents had been made more readable both visually and in terms of content. Training to both case managers and panel members had been completed, helping to improve their communication with children and young people as well as providing support in education placements.
6. There were a few children and young people whose entrenched attitudes to offending or gang issues made them particularly difficult to engage with. These children and young people needed a different and bespoke approach. Case managers were unsupported in moving these issues forward. We were surprised that there were no mentors or schemes in place to assist those aged under 18 to exit gangs.
7. The YOS responded appropriately following breach and non-compliance and following a new sentence. Case managers tried to offer some continuity for children and young people, but many children and young people did experience frequent changes to their case managers.

## Data Summary

The following chart summarises data from some of the key questions assessed during the inspection of cases. [NB: 35 cases were inspected. However, the total answers may not equal this, since some questions may not have been applicable to every case]



# **Governance and partnerships**

# **5**

# Theme 5: Governance and partnerships

## What we expect to see

Effective governance, partnership and management arrangements should be in place. These enable the YOS to meet national and local criminal justice and related objectives, and to deliver and maintain good quality services.

## Key Findings

1. Governance and partnerships were not yet effective in improving the quality of service delivery, in public protection or in reducing reoffending.
2. The relationship between the local authority and the police at all levels was creating problems, and undermining effective service delivery and improvement.
3. The Partnership Board has a very clear and accurate understanding of the improvements that it has achieved so far, and of work that still needs to be done.
4. There have been improvements to health and ETE provision.
5. The YOS staff team lacked specific and targeted training and management oversight and support.

## Explanation of findings

### 1. Leadership and governance – offending is reduced and other criminal justice and related objectives are met

- 1.1. There has been a reduction in the number of first time entrants to the criminal justice system in Islington. The Partnership Board is confident that this is a result of prevention work targeting children and young people through schools at a young age.
- 1.2. The recently published Youth Crime Strategy set out the Partnership Board's intentions to reduce offending. It identifies three clear strands of work: prevention of children and young people coming into crime and being drawn into gangs; the management of those already involved in offending and gangs, and finally the management of those who are directing and controlling gangs and ongoing criminal activity. The strategy talks about 'Turning off the tap' or stopping the flow of children and young people into gangs and acquisitive crime.
- 1.3. The threat to the realisation of the strategy is in the nature of the relationship between the local authority and the police. Currently the police are targeting those that commit most of the more serious crime; this strategy has resulted in a number of custodial sentences and removal of some of the key gang members from the community. This should be an ideal opportunity for the partners and the YOS to target those who might want to extricate themselves from the gangs, but there was no joint approach and a valuable opportunity to 'turn off the tap' has been missed.
- 1.4. The police have invested considerable resources to a range of interventions across the London boroughs to reduce gang crime through the creation of gang units, in addition to supporting a number of other initiatives which support the YOS both directly and indirectly.
- 1.5. Despite this, the failure to co-locate police officers to the YOS has had a detrimental effect on the YOS's ability to effectively reduce offending and protect the public.
- 1.6. We found that since the previous inspection there had been improvements in the oversight that leaders and managers have of the education that children and young people receive. Those aged under 16 were closely and effectively monitored, resulting in education packages that closely reflected their needs.

- 1.7. There has been improved management oversight of the education of young people aged 16-18 through the Post-16 Education Group, attended by key staff and education providers in the borough. The group has received regular updates of the ETE status of the post-16 cohort and this has helped service managers target support to those young people who are most difficult to engage.
- 1.8. However, information that service managers have been using in the post-16 education group to review performance does not present a full picture of young people's participation in ETE. Their participation at a college, training provider or in employment requires greater scrutiny, using up to date information so that managers and partners can review and plan interventions for this cohort more effectively.
- 1.9. Inspectors found good arrangements in place for assuring the quality of alternative provision. The local authority has successfully reduced the number of children and young people placed in alternative provision.
- 1.10. Overall, we found that leaders and managers had a reasonable oversight of the effectiveness of their actions in securing ETE places for children and young people and helping them make progress. However, *planning* for this aspect was not set out cohesively and the impact of some developments, such as individual learning plans for children and young people, was not known.
- 1.11. One of nine priorities in The Children and Young People's Health Strategy for Islington 2015-2020 was related to improving the health outcomes of children and young people known to the YOS. There was a keen focus on helping to address the needs of this group and this was reflected in the fact that the YOS has been provided with some good resources.
- 1.12. There was good representation at the YOS Partnership Board, with people of the correct seniority attending and able to make decisions. We saw evidence of a detailed report provided to the Board about health, which included progress made, concerns and plans for future work.

## **2. Partnerships – effective partnerships make a positive difference**

- 2.1. While it is clear that some partnerships are effective and are making a positive difference this is inconsistent across all partners. We saw some good progress with health and ETE, but work with social care was variable and there were significant issues between the local authority and the police.
- 2.2. Since our previous inspection a Health Leads Sub Group had been introduced. This forum allowed the relevant health providers and commissioners to be able to explore health provision at the YOS in detail. We saw evidence that action had been taken, such as detailed audits, and that agencies had been held to account. The subgroup was fully sighted on the issues and had a corresponding action plan.
- 2.3. However, some of the concerns raised in the previous inspection were still to be resolved. Despite sustained efforts to improve children and young people's access to YOS based Child and Adolescent Mental Health Services (CAMHS), difficulties still remain. Emotional and mental health services were critical, given the level of trauma experienced by many of the children and young people in Islington. There continued to be a lack of clarity from case managers about the referral process, as well as about the interventions delivered, and this led to them not referring cases even where a need had been identified. At the time of this inspection the CAMHS worker had a caseload of five children and young people, which was low given the experiences of many children and young people in this area.
- 2.4. There was good joint working between the YOS and the Care Leaving Services. Children and young people who were remanded into care/custody were allocated to this team. Social workers were sufficiently skilled and prepared to work with this cohort, ensuring that children and young people's offending behaviour was considered as one aspect of their needs, rather than as their sole need. There was evidence of persistence, tenacity and creative thinking to promote positive outcomes for these children and young people.
- 2.5. We noted very good use of foster placements, even for 'hard to place' children and young people, where this was assessed as being in their best interests. In addition, the YOS maintained case responsibility for some children and young people placed outside of the borough. Reoffending rates for Looked After Children have reduced.

2.6. Further work is needed to integrate the work of the Child in Need Service with the work of the YOS.

### **3. Workforce management – effective workforce management supports quality service delivery**

- 3.1. As previously described, many staff within the YOS were new to working in Islington. The Partnership Board is confident that they have recruited people with the right skills and experience, and, generally, we would agree with this view. The local authority has tried to ensure that the YOS has a complement of high quality permanent staff. This has resulted in running with locum staff for a while, which has led to issues with staff turnover. A number of staff told us about the emotional impact of working with such a complex group of children and young people. One member of staff said: *"I don't watch the news at the weekend; I am always frightened that the next young person to be stabbed or to die, will be one of mine."*
- 3.2. The staff team undertake work that is incredibly challenging, and the scores in previous sections show that the YOS staff, both case workers and their managers, are struggling to navigate the complex systems and structures that exist. They are not currently being provided with the key tools to undertake their work, such as real-time intelligence, a lack of a clear and bespoke approach to gang members, and support in keeping gang members safe.
- 3.3. The fragmented response to these complex children and young people was in part due to a lack of clearly defined roles and responsibilities. Each partner agency needs to consider its contribution to supporting the YOS to manage risk and reduce reoffending.
- 3.4. The YOS management team have not yet developed and implemented much effective management oversight. They need the Partnership Board's support to embed a consistent approach to staff management and to meet the needs and expectations of the case managers.
- 3.5. The YOS had recognised that staff needed to be kept up to date with training in health, particularly because of the high turnover of staff, and so had developed a rolling training programme. Sessions included speech, language and communication needs, substance misuse language, myths, identifying sexual health needs, revised YOS health pathways and referral process, and case study based discussions. Although sessions had been planned around children and young people's mental health none had taken place. There were no planned sessions around addressing the physical health needs of this group of children and young people.
- 3.6. We were told that CAMHS were planning to give case managers training around post-traumatic stress disorder. Although this was only in the early stages of development it demonstrates a recognition that this is likely to be prevalent, given the level of violence in Islington.

### **4. Learning organisation – learning and improvement leads to positive outcomes**

- 4.1. There was clear evidence and examples that lessons are being learnt and that the Partnership Board are committed to turning that learning into positive outcomes for children and young people.
- 4.2. The Board now needs to focus its efforts on a number of key issues so that positive outcomes are achieved.

# **Interventions to reduce reoffending**

# **6**

# Theme 6: Interventions to reduce reoffending

## What we expect to see

This is an additional module and focuses specifically on interventions intended to reduce the likelihood of reoffending. We expect to see a broad range of quality interventions delivered well, linked to appropriate assessments and plans and which maximise the likelihood of sustainable outcomes being achieved. Effective leadership and partnership work needs to be evident in the delivery of interventions.

## Case assessment score

Within the case assessment, overall 54% of interventions work was done well enough.

## Key Findings

1. There have been improvements in the delivery of interventions to reduce reoffending, to protect the public and to keep children and young people safe; however, there were significant gaps in the delivery of interventions to prevent reoffending and desistance from crime.
2. There was some good one-to-one work delivered by case managers and other workers, but this was not part of a systematic approach to offending behaviour work.
3. There were no interventions to enable a child or young person to move out from a gang, or to effectively manage gang and serious youth violence.

## Explanation of findings

1. Since the last inspection, the interventions team, who delivered a range of programmes and work, had been disbanded. At this inspection we saw some interventions delivered by partner agencies, but most were delivered by the case managers, who had not all received training on the delivery and were subsequently not able to identify whether or not they were making a difference.
2. There were some tensions between the police and the YOS in the delivery of an intervention to address vehicle theft. This illustrated the difficulties we found in the police relationship with the YOS. In this example the relationship limited children and young people's access to programmes which had been assessed as an essential part of their intervention plan. The police had prevented certain YOS children and young people from attending a vehicle crime project on the grounds that this would enable them to become better car/moped thieves. All consideration of the place of such an intervention in plans to reduce an individual young person's offending appeared to have been sidelined completely.
3. A Deputy Team Manager was in the early stages of trying to coordinate some group work delivery. It was also evident that some practitioners had had difficulty in accessing particular interventions including those to address driving offences and knife crime programmes. There were some programmes in development, but it was not clear whether these will appropriately target the right level of need.
4. Given the nature of offending and gang involvement that we saw, it was surprising that there were still no interventions available to address this issue.
5. It was not always clear how interventions contained in plans were linked or sequenced in accordance with assessed need. Furthermore, an evaluation of the impact of interventions was not always apparent.



6. Interventions were being offered by partner agencies, including the intensive family support programme IFIT. We observed a session where case managers received feedback and advice about potential proposals for pre-sentence reports. This session focused simplistically on a list of interventions that could be proposed as part of the plan. There was a lack of balance around the interventions and managing risk of harm to others and offending needs were not given the priority they needed. Instead, family support and education became the key interventions. While these are important supporting issues, they should not replace offending related interventions.
7. Children and young people who undertook reparation, could not always see the value to the community in the tasks they were undertaking, and on occasion were unprepared for the activity. The police offered some interventions, but children and young people were not routinely accessing these.
8. The Targeted Youth Support Team offered support and interventions to prevent antisocial and offending behaviour. We accompanied them during a few sessions. The Targeted Youth Support truck goes into the neighbourhood areas, identifies issues, and provides outreach to children and young people on a voluntary basis in order to reduce antisocial and criminal behaviour.

# Appendices

# Appendix 1 - Background to the inspection

## Inspection arrangements

The Full Joint Inspection (FJI) programme inspects youth offending work, predominantly in statutory community and custodial cases, in a small number of local authority areas each year.

The majority of the Youth Offending Teams selected for these inspections are those whose performance – based on reoffending rates, National Youth Justice Outcome Indicators and supported by other information, such as recent inspections – is of significant concern. Periodically, we also include high performing areas to establish a benchmark of good practice.

The primary purpose of the Youth Justice System is to reduce offending. This is the main theme of the inspection. The other core themes are protecting the public, protecting the child or young person, ensuring the sentence is served and governance and partnerships.

## Criteria

A copy of the inspection criteria is available on the HMI Probation website:

<http://www.justiceinspectorates.gov.uk/hmiprobation/about-our-inspections/youth-inspection-programmes/inspecting-youth-offending-work/full-joint-inspection/>

## Methodology

YOTs are informed approximately 11 working days prior to the inspection taking place.

Fieldwork for this inspection was undertaken on the weeks commencing:

05 October 2015 and 26 October 2015.

In the first fieldwork week we looked at a representative sample of 35 individual cases up to 12 months old, some current, others terminated. The sample included a number of those who are a high risk of harm to others, are particularly vulnerable, are young women, or are black and minority ethnic children and young people. Cases were assessed by a team of inspection staff. They examined these wherever possible with case managers, who were invited to discuss their work in depth, explain their thinking and identify supporting evidence in the record.

We also received copies of relevant local documents.

During the week in between, the data from the case inspections was collated and a picture about the quality of the work of the YOT developed.

The second fieldwork week is the joint element of the inspection. HMI Probation was joined by colleague inspectors from police, health, social care and education. We explored the lines of enquiry which emerged from the case inspections. The leadership, management and partnership elements of the inspection were assessed, with a particular focus on reducing offending.

We also gathered the views of others, including strategic managers, staff and service users, children and young people, parents/carers and victims, and observed work taking place.

At the end of the second fieldwork week we presented our findings to local strategic managers, the YOT Management Team, YOT staff and other interested parties.

## Scoring Approach

Details of how our inspection judgements are made can be found on our website.

<http://www.justiceinspectors.gov.uk/hmiprobation/about-our-inspections/youth-inspection-programmes/inspecting-youth-offending-work/full-joint-inspection/>

## Publication arrangements

A draft report is sent to the YOT for comment three weeks after the inspection, with publication approximately six weeks later. In addition, a copy goes to the relevant Ministers, other inspectorates, the Ministry of Justice Policy Group and the YJB. Copies are made available to the press and placed on our website.

FJI reports in Wales are published in both Welsh and English.

Further details about how these inspections are conducted can be found on our website in the document '*Framework for FJI Inspection Programme*' at:

<http://www.justiceinspectors.gov.uk/hmiprobation/about-our-inspections/youth-inspection-programmes/inspecting-youth-offending-work/full-joint-inspection/>

## Role of HMI Probation and Code of Practice

Information on the role of HMI Probation and our Code of Practice can be found on our website:

[www.justiceinspectors.gov.uk/hmiprobation](http://www.justiceinspectors.gov.uk/hmiprobation)

The Inspectorate is a public body. Anyone wishing to comment on an inspection, a report or any other matter falling within its remit should write to:

HM Chief Inspector of Probation  
1st Floor, Manchester Civil Justice Centre  
1 Bridge Street West  
Manchester  
M3 3FX

## Appendix 2 - Acknowledgements

<b>Lead Inspector</b>	Yvonne McGuckian, <i>HMI Probation</i>
<b>Deputy Lead Inspector</b>	Colin Barnes, <i>HMI Probation</i>
<b>Inspection Team</b>	<p>Jo Dowling, <i>HMI Probation</i></p> <p>Nicola McCloskey, <i>HMI Probation</i></p> <p>Mark Scott, <i>HMI Probation</i></p> <p>Catherine Raycraft, <i>Care Quality Commission</i></p> <p>Andrew Reid, <i>HM Inspectorate of Constabulary</i></p> <p>Jon Bowman, <i>Ofsted Further Education and Skills</i></p> <p>Sheena Doyle, <i>Ofsted Social Care</i></p> <p>Simon Greenhalgh, <i>User Engagement Officer, User Voice</i></p>
	Robert McNichol, <i>Local Assessor</i>
<b>HMI Probation Support Services</b>	<p>Lynne Osborn, <i>Support Services Officer</i></p> <p>Stephen Hunt, <i>Support Services Manager</i></p> <p>Oliver Kenton, <i>Assistant Research Officer</i></p> <p>Alex Pentecost, <i>Communications Manager</i></p>
<b>Assistant Chief Inspector (Youth Justice)</b>	Helen Mercer, <i>HM Inspectorate of Probation</i>





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

Meeting of	Date	Agenda Item	Ward(s)
<b>Policy &amp; Performance Scrutiny Committee</b>	<b>14 March 2015</b>		<b>All</b>

Delete as appropriate	Exempt	Non-exempt
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## 1. Council Performance 2015/16: Quarter 3 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 to live and work.
- 1.2 This report looks at the council's performance over the first nine months of 2015/16 (i.e. 1 April to 31 December 2015). All figures quoted are cumulative to the end of December 2015, unless otherwise stated.

## 2. Recommendations

- 2.1 To note the progress against key performance indicators for Quarter 3 2015/16 set out in sections 4 to 11 and summarised at Appendix A.

## 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.

## 4. Adult Social Services

Objective	PI No.	Indicator	Frequency	Actual Q3 Apr-Dec	Expected profile Q3	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	89.0%	95%	95%	<b>Off</b>	84.8%	<b>Yes</b>
	2	Percentage of service users receiving services in the community through Direct Payments	M	30.7%	40%	40%	<b>Off</b>	30.3%	<b>Yes</b>
<i>Support those who are no longer able to live independently</i>	3	Number of new permanent admissions to residential and nursing care	M	87	79	105	<b>Off</b>	98	<b>Yes</b>
<i>Support carers</i>	4	Carers who say that they have some or all of their needs met (Score out of 12)	A	7.3	N/A	7.6	<b>N/A</b>	7.1	<b>Yes</b>
<i>Tackle social isolation faced by adult social care users (E)</i>	5	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact (E)	A	64.2% Jul 14	N/A	70%	<b>N/A</b>	N/A	<b>N/A</b>

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

(E) = Equalities target

### Supporting independent living

- 4.1 Two measures help determine whether Islington is supporting independent living. The direction of travel for each of these indicators should be an increased percentage of people. The first measure looks at how well our reablement service settles people back into the community following a stay in hospital. While performance is off target, it has improved from 88.4% during the last quarter to 89.1% this quarter. This time last year, the percentage of people who were settled back into the community was 84.8%, so there has been a significant improvement in performance. Islington is starting from a high base and performs much better than the England average of 82.1%. For this reason, when targets were set for the Better Care Fund, a national programme of integrating health and social care services, our high baseline meant the target was much more challenging than for other local authorities. If Islington were to achieve 95%, this would place us in the top 10 authorities out of 150 local authorities in England.
- 4.2 The second measure is the percentage of people receiving services in the community through Direct Payments. Actual performance is 30.7%. While performance does not meet the expected profile of 40%, it can be noted that 30.7% is above the England average of 26.3% (in 2014/15) and well above our comparator authority average of 21.3%. Actions to further improve access to direct payments include ongoing work to streamline the Direct Payment process so that this becomes the preferred choice of service users and ongoing work to support service users in their search for and employment of Personal Assistants.



### Admissions into residential or nursing care

- 4.3 This indicator relates to permanent admissions into residential or nursing care. The direction of travel should be a reduction in the number of admissions. While performance is off target this quarter, the overall direction of travel is a reduction from 98 between April and December 2014 to 87 between April and December 2015. Furthermore, when looking at the rate of admissions per 100,000 population aged 65 and over, the anticipated year end result of 591.3 admissions per 100,000 population is better than the England average of 669 (in 2014/15). Again this indicator forms part of the Better Care Fund mentioned above and this was subject to ambitious target-setting through automatic calculations on the Better Care Fund spreadsheet.
- 4.4 There are a number of factors that can lead to the admission of someone into nursing and residential care including the inability of a carer to cope with the deteriorating condition of their relative or the client him/herself being unable to cope with living at home with their long-term health condition, such as dementia, stroke and incontinence.
- 4.5 Islington is a deprived borough with many older people living on below average incomes and at risk of social isolation as support networks reduce over time. 62% of our older people live in social housing, 42% live on their own and 42% of older people claim pension credits compared to a national average of 20%. The cost of housing means many family members move away as they can't afford to stay in the area. This affects the extent to which older people can be cared for at home when they become very frail and could therefore impact on the demand for care home provision. Another factor, which counts towards this indicator, is means-reduction for self-funding residents, who turn to the local authority for help when no longer able to financially support their nursing or residential care.
- 4.6 The statistical evidence provided above shows that Islington's services to prevent admission to care are proving successful because the number of admissions is decreasing. A number of services exist to support people to remain living at home independently for as long as possible, such as Extra Care sheltered housing and sheltered housing, home care and the reablement service, day centres for those with dementia and those without dementia, and intermediate care services.
- 4.7 Sitting below these services are a number of preventative interventions aimed at those with low to moderate levels of need. These are designed to delay the need for permanent nursing or residential care until a later age.

### Supporting carers

- 4.8 While there is no update for this indicator until 2017, carers continue to be supported through Islington Carers Hub which is the one-stop-shop for all carers' advice, information and support. Since the Care Act 2014 came into effect the carers offer has now been expanded to include statutory assessments and prevention support services. In addition, a new online initial carers' assessment tool kit has also been created to allow carers, who have web access, to complete an assessment and initiate contact with Adult Social Care. Carers now have a greater range of support services provided through the hub. They are able to maintain their independence, choice and control over who supports them and through this new offer are able to achieve an improved level of wellbeing.

### Reducing social isolation

- 4.9 Preventative care work continues to be undertaken to reduce social isolation, including a programme of peer support for bereaved people plus mindfulness work in partnership with Health. An update to the indicator will be available towards the end of May 2016.

## 5. Children's Services

Objective	PI No.	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	732 (Nov)	718	760	<b>On</b>	New indicator	<b>N/A</b>
	7	Percentage of families with under-5s registered at a Children's Centre	T Jul, Nov & March	93% provisional	N/A (termly, cumulative)	97%	<b>Off</b>	No snapshot taken in 14/15	<b>N/A, but better than year end (88%)</b>
	8	Number of active childminders	Q	192	194	195	<b>Off</b>	192	<b>Same</b>
	9	Percentage of childminders with good or better inspection outcomes in their most recent Ofsted inspection	Q	85.0% provisional	88.9%	90%	<b>Off</b>	76.8%	<b>Yes</b>
<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	tbc by DCLG	Too early to tell	N/A	25%	<b>Too early to tell</b>	N/A – new Phase	<b>N/A</b>
<i>Safeguard vulnerable children</i>	11	Number of new mainstream foster carers recruited in Islington	M	8 (Dec)	11	15	<b>Off</b>	9	<b>No</b>
	12	Number of children missing from care	M	14 (Dec)	10	10	<b>Off</b>	New indicator	<b>N/A</b>
<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	11.8% (Summer term 14/15)	11%	11%	<b>Off</b>	New indicator	<b>N/A</b>
	14	Number of children in Alternative Provision	Q	122	130	130	<b>On</b>	New indicator	<b>N/A</b>
	15	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	A	57.9%	N/A	At or above the Inner London average	<b>Off</b>	Change in methodology	<b>N/A</b>
<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% (2014/15)	N/A	98%	<b>Off</b>	New indicator	<b>N/A</b>

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

- 5.1 The Department for Education (DfE) has calculated Islington's take-up of funded early education for 2 year olds for the autumn term 2015 to be 66% of the eligible cohort, up by 13 percentage points from summer 2015. Numbers are higher than our local profiled target for the autumn term. Take-up figures by local authorities have not yet been published, but estimates based on voluntary returns in the Autumn term from all 152 local authorities show that the London average was 62.7%, an increase of 11.9 percentage points since the summer. The national average was 72.1%, an increase of 9.5 percentage points since the summer.
- 5.2 The Department for Work and Pensions (DWP) provides the borough with a termly list of potentially eligible children, the total number of which fluctuates from term to term. Termly take-up is measured as a percentage of the previous term's list.
- 5.3 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 1,084 (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 amongst eligible families.
- 5.4 Children's Centre reach is a key indicator in the children's centre Ofsted inspection with 65-79% 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 summer and autumn terms is already at 93%, up on the full year figure for 2014/15 of 88%.
- 5.5 Ofsted have currently suspended children's centre inspections, pending a DfE consultation on children's centres, which is now overdue.
- 5.6 The number of childminders is currently 192. There have been five new childminders registered in quarter 1 of 2015/16, whilst four childminders resigned their registration or had their registrations cancelled. The majority of childminders whose registrations have ended over the last year had inspections judgements below 'Good'. Since May 2015, 36 people have achieved the nationally recognised CACHE Level 3 Award in Preparing to Work in Home Based Childcare qualification. 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, Disclosure and Barring Service - DBS - checks, Ofsted fee, training fee, etc.). The recent increase in the government grant to childminders may help to address this in the next 12 months.
- 5.7 Percentage of childminders with 'good' or 'better' inspection outcomes in their most recent Ofsted inspection is now at 85.0%. This represents a significant increase of over 8 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 84.0%.

### Support families facing multiple challenges and disadvantage

- 5.8 Having achieved our target of 'turning around' 100% of 815 families known to the Stronger Families programme in phase one 2012-2015, we are now in phase two of the programme.

- 5.9 The government has expanded the criteria for inclusion and tripled the number of families we must engage with and ‘turn around’ on all identified problem areas including crime/ASB, education, employment, child welfare, domestic violence and health.
- 5.10 As well as adding three further payment by results (PbR) criteria, the government had tightened the eligibility requirements for a claim to require that any families claimed must have demonstrable evidence of whole family assessments and plans.
- 5.11 New systems and significant changes in ways of working in some services will be required to embed the approach and maximise PbR. For this reason, we must be cautious in estimates of the PbR target but we will be able to set clearer targets early in 2016.

Safeguarding vulnerable children

- 5.12 We have now had eight new approved mainstream foster care households. An autumn campaign to attract carers for unaccompanied asylum seeking teenagers has taken place, followed by a Foster Carers Consortium campaign to attract specialist carers for challenging teenagers. Eleven adverts have gone out recently, and there have been two editorials about fostering in Islington Life. A meeting at Muslim Welfare House attracted 40 people to hear about Islington’s fostering service. More outdoor banners have been placed in the community, and advertising initiatives have taken place in Haringey, Hertfordshire and Essex. We are also successfully retaining existing foster carers and helping to develop their confidence to foster older children.
- 5.13 We have also improved our social networking including a new Facebook page at <https://www.facebook.com/islington.fostering> to attract a wider audience. We encourage all staff and councillors to ‘Like’ this and send us positive stories. We are currently considering further council-wide initiatives such as widening the ‘find a foster carer’ reward scheme and more housing initiatives.
- 5.14 There are ongoing difficulties in attracting people to foster because of the shortage of spare bedrooms in London, fears about teenage behaviour and a shortage of applicants with fluent English.
- 5.15 The figures for children missing from care in each month have been 10, 12 and 14 for October, November and December 2015. This increase 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.
- 5.16 Missing episodes are very often linked to risks of child sexual exploitation (CSE) 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. We have recently reviewed our quality assurance system to ensure that every missing episode is entered promptly onto our database with social workers being quickly challenged about any non-compliance. It is likely that this we will see further increases to our monthly figures as a result of this reviewed quality assurance activity but that this should stabilise after a few months with improved compliance.

Supporting vulnerable pupils

- 5.17 Historically, absence in the second half of the summer term is higher than other half terms. This may partly be why these absence levels are not included in publications at a school level, such as the School Performance Tables, and historically were not

included in the DfE's National Statistics, even at a local authority level. Absence levels at the primary academies and free schools during the summer term were 14.4%, higher than the absence levels for local authority maintained primaries, which were closer to the target at 11.6%. Holidays during term time most often occur during the second half of the summer term. This year, Eid also fell during this period and had an impact on absence levels during the summer term.

- 5.18 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. The DfE has also changed the definition of this measure during the year. Previously, the persistent absence calculation was based on a minimum number of days of absence. This was to prevent a pupil who is only enrolled at a particular school for a short period of time before transferring being classified as a persistent absentee if they are absent for a few days. For 2015/16 onwards, the DfE have changed the PA definition to be any pupil who misses 10% or more of their own individual total number of possible days of school. Because different terms have different lengths, there will also be a varying impact in each term. 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.

We are supporting schools to prepare for this 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.

- 5.19 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. Key Stage 3 students at risk of AP are being identified in school, needs are being assessed and students and families are being referred appropriate outside agencies to support them to remain in mainstream education.
- 5.20 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

- 5.21 Revised figures show 57.9% of pupils achieved the benchmark of 5 or more A\*-C grades including English and Maths in 2014/15. The DfE have now published comparator data based on the revised results, which shows that Islington is below the Inner London median average of 59.4%. However, Islington is ranked 6th in the country in terms of the proportion of disadvantaged pupils achieving the GCSE benchmark, and 32nd in the country for non-disadvantaged pupils, with Islington being at or above the Inner London median for both groups.
- 5.22 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.
- 5.23 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 in terms of the proportion of pupils achieving the English Baccalaureate qualification, which increased to 27.3%. No Islington schools are below the national floor standard, compared to 4% of schools in London and 11% across England.

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

- 5.24 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 'not in education, employment or training (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.

## 6. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q3 Actual Oct-Dec	Q3 Target Oct-Dec	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	123	87	346	<b>Off</b>	N/A new indicator	<b>N/A new indicator</b>
	18	Number of first time entrants into Youth Justice System	Q	66	64	85	<b>Off</b>	72	<b>Yes</b>
	19	Number of repeat young offenders (under 18s)	Q	27	24	26	<b>Off</b>	22	<b>No</b>
<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	31%	32%	32%	<b>Off</b>	N/A new indicator	<b>N/A new indicator</b>
	21	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	41%	33%	33%	<b>Off</b>	36%	<b>No</b>
	22	Percentage of vulnerable people supported to Community Risk MARAC panel whose cases were successfully resolved	Q	83%	80%	80%	<b>On</b>	N/A new indicator	<b>N/A new indicator</b>
<i>Tackle hate crime through increased reporting and detection (E)</i>	23	<i>Homophobic Offences</i> a) Number reported to police	Q	67	68	91	<b>On</b>	64	<b>Yes</b>
		b) Number detected by police (sanction detections)	Q	20	27	37	<b>Off</b>	11	<b>Yes</b>
	24	<i>Racist Offences</i> a) Number reported to police	Q	451	402	534	<b>On</b>	368	<b>Yes</b>
		b) Number detected by police	Q	161	183	242	<b>Off</b>	129	<b>Yes</b>
	25	<i>Disability Hate Offences</i> a) Number reported to police	Q	10	12	15	<b>Off</b>	7	<b>No</b>
		b) Number detected by police	Q	3	3	5	<b>On</b>	0	<b>Yes</b>
	26	<i>Faith Hate Offences</i> a) Number reported to police	Q	51	48	65	<b>On</b>	35	<b>Yes</b>
		b) Number detected by police	Q	14	15	20	<b>On</b>	6	<b>Yes</b>

### Reduce youth crime and reoffending

- 6.1 The number of First Time Entrants (FTE) into the Youth Justice System has fallen significantly in recent years. However, the figures have not fallen as rapidly as elsewhere in London. The Out of Court Disposal Panel is working effectively as a joint decision making panel between the Targeted Youth Service –Young Offenders Service and police to ensure that young people are given an opportunity of diversion where appropriate to keep them out of the criminal justice system, whilst addressing their behaviour to prevent them from further offending or anti-social behaviour.
- 6.2 The Council is working with the police to explore Restorative Justice options which have proved effective elsewhere (e.g. Community Restorative Resolution), particular in the way that Looked After Children are dealt with and may be entering the Youth Justice system unnecessarily
- 6.3 We're working with the Crown Prosecution Service and Magistrates at Highbury Corner Youth Court to consider diverting young people committing minor offences, (where pay back to the community is more appropriate) rather than sentencing them.

### Proven Re-Offending Rates

- 6.4 Youth re-offending rates remain stubbornly high. However, the Local Safeguarding Children's Boards (LSCB) have set up a steering group to focus upon the proliferation of motoring offences, and to deliver a partnership response to reduce the occurrence and focus interventions for these crimes.
- 6.5 The re-offending rates in Islington are increasing, partly due to the success of reducing the first time entries, leaving only the most difficult and hard to engage young people in the criminal justice system who are more likely to re-offend and breach their orders. To address this there has been a marked change in culture, with case managers going out into the community to engage young people, seeing them at home or making arrangements to use other offices.
- 6.6 Arrangements are in place to co-locate police officers within the Youth Offending Service (YOS). The wider YOS partnership is focused on improved collaborative working with the police, which will assist risk management work for those who continue to commit offences of violence. 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.
- 6.7 Finally the establishment of the new Integrated Gangs Team (IGT), a key commitment in the Islington Youth Crime Strategy 2015, is still in progress. 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.
- 6.8 Youth violence has reduced again over Quarter 3, now 5% down on the previous year. This is mainly due to the effect of Operation Attrition (police initiative to combat the rise in youth crime seen at the beginning of the year) and the number of violence young people now on strict orders or in prison.
- 6.9 However the effect has been a continual increase in youth re-offending figures due to the number of young people continually being arrested – hence the number of young people being arrested for violent offences has increased too. Equally theft snatch levels, which had been in decline, have risen considerably towards the end of Quarter 3. This will likely lead to further police resource invested into this area, contributing to an increase in youth re-offending once more.



### Effective response to ASB

- 6.10 While the performance in tackling ASB from housing and using civil powers is good, the level of calls to the council's ASB hotline continues to rise. This has had a knock on effect in the ability of the ASB response service to identify and support those victims who require a response. Equally the level of repeat calling has shown an increase, linked to some of the longer term ASB hotspots on the borough. The relatively new MAGPI (multi-agency geographical panels) process is attempting to tackle these which it is hoped will have a knock on effect in reducing repeat calls.
- 6.11 Equally a change in messaging to residents from "report it and we'll sort it" to encourage them to try and address low level ASB themselves is hoped to lead to a reduction in demand for the ASB service.
- 6.12 The community risk Multi Agency Risk Assessment Conference (MARAC) continues to perform favourably. The MARAC deals with high risk vulnerable victims of ASB and brings together key services to agree how to tackle the issues and support the victim.

### Tackle Hate Crime

- 6.13 Efforts to increase reporting of hate crimes are starting to show an impact, with number of reports up compared to last year for all but Disability hate crime. Similarly, the number of sanctioned detections has also increased for all four categories of hate crime compared to the same period last year.
- 6.14 The main area of concern is in relation to racial and religious crime which has seen a significant increase in offences since the Paris attacks. Further work in the community is necessary to help understand the hate issues people are facing and to encourage reporting of these.
- 6.15 The police, with the help of Community Safety, have set up a new Hate Crime Scrutiny Panel involving members of the public. It is only in its infancy but aims to allow greater oversight into how crimes are screened, investigated and cleared up – with reports being available for greater scrutiny for a wider audience. It is hoped that this will give people more confidence to come forward and report issues they face.
- 6.16 A new Hate Crime Strategy is currently being drafted to outline the borough's partnership response to this issue and consultation on the borough's approach to the Prevent agenda continues through the Prevent Steering Group.

## 7. Employment

Objective	PI No.	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	896	825	1,100	<b>On</b>	532	<b>Yes</b>
		b) Numbers placed into <i>sustained</i> employment (i.e. at least 26 weeks)	Q	82	n/a	550	<b>N/A delay in reporting</b>	new indicator	<b>N/A</b>
		c) Islington <i>parents</i> of children aged 0-15	Q	337	281	375	<b>On</b>	199	<b>Yes</b>
		d) <i>Young people</i> aged 18-25	Q	238	188	250	<b>On</b>	114	<b>Yes</b>
		e) <i>Disabled people / those with long term health conditions (E)</i>	Q	153	60	80	<b>On</b>	19	<b>Yes</b>
<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	n/a	15.2%	n/a Annual	new indicator	<b>N/A</b>
	29	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit <b>(E)</b>	Q	12,850 (Aug 15)	tbc	12,550	<b>Off</b>	12,870 (Aug 14)	<b>No</b>
<i>Lead by example in promoting apprenticeships</i>	30	a) Number of people placed into council apprenticeships	Q	31	28	55	<b>On</b>	25	<b>Yes</b>
		b) Number of people placed into external apprenticeships	Q	71	50	100	<b>On</b>	New indicator	<b>N/A</b>

### *Support Islington residents into employment*

- 7.1 896 Islington residents have been supported into paid employment up to the end of December. Sub-targets for parents, young people and disabled people or those with a long term health condition are also all on track to meet year-end targets.
- 7.2 We are now tracking those supported into work to ensure that they remain in work, though at present we are only able to track those supported by iWork. Ongoing work is underway to improve data collection processes so that this information will be available from council services who offer employment support and commissioned services.

### Increasing the proportion of disabled people in employment

- 7.3 The increase in the number of disabled people into work this quarter is largely due to client level data now being available from a commissioned council project 'Mental Health Working'. The project provides specialist employment support to people with mental health conditions living in Islington. The service helps people to move into training, education, employment or volunteering and even offers support to those who are already in work, to help them remain in employment.
- 7.4 Good information and intelligence is central to understanding needs and tracking system outcomes. Current data capture, fragmented systems and barriers to data sharing amongst employment and health care providers limits our ability to: a) analyse the local population in ways that illuminate the intersection between health and employment status (e.g. the history, nature and intensity of health conditions among those who are out of work) and b) monitor and assess the impact of current services or interventions on employment *and* health outcomes for individuals and at a population level.
- 7.5 We are seeking to improve this situation by: exploring the potential to link anonymised employment data (e.g. DWP data) and health data to better understand the health status of those not in employment and the impact of the support they receive; accessing more fine grained local DWP data to understand the destinations of people coming off Employment and Support Allowance (ESA); and using the supported employment trial to develop a set of outcome measures and data collection, covering both health and employment, which can then be used more widely to assess the impact of local services.

### Promoting apprenticeships

- 7.6 Although currently under-target at Quarter 3 for both internal and external apprenticeships, we are likely to have a minimum of 47 council apprenticeships in post by the end of the financial year. There are currently 10 repairs apprenticeships profiled to start in the next financial year, they are currently being advertised to align with the school academic year.
- 7.7 The Youth Employment team continue to work with external employers to broker more apprenticeship opportunities. They are currently supporting with the recruitment of a 'Creative Employment Programme' which offers a range of apprenticeships in theatre, events or the arts.

## 8. Environment & Regeneration

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	32.7% estimate	34.5%	34.5%	<b>Off</b>	32.0%	<b>Similar</b>
	32	Number of missed waste collections - domestic and commercial (per calendar month)	M	417 YTD monthly average	475 monthly	475 monthly	<b>On</b>	377 average	<b>No</b>
<i>Deal promptly with planning applications</i>	33	a) Percentage of planning applications determined within 13 weeks or agreed time (majors)	M	85.7%	75%	75%	<b>On</b>	100%	<b>No</b>
		b) Percentage of planning applications determined within the target (minors)	M	80.1%	75%	75%	<b>On</b>	82.7%	<b>Similar</b>
		c) Percentage of planning applications determined within the target (others)	M	86.4%	85%	85%	<b>On</b>	85.2%	<b>Similar</b>
<i>Promote and increase use of libraries and leisure centres</i>	34	Number of leisure visits	Q	1.690m	1.545m	2.103m	<b>On</b>	n/a	<b>N/A</b>
	35	Number of library visits	Q	246,354 (Q3)	268,363 (Q3)	1,073,452	<b>Off</b>	266,642 (Q3)	<b>No</b>
<i>Tackle fuel poverty</i>	36	Residents' energy cost savings (annualised)	Q	£164,869	£81,650	£228,000	<b>On</b>	£151,045	<b>Yes</b>

### Ensure a clean and safe environment

- 8.1 Current recycling rates remain uncertain as we still have no reliable WDF ('Waste Data Flow') externally validated tonnages for Quarters 1 or 2. Current projections are therefore based on internally estimated tonnages only. There is some pressure at present on maintaining current recycling levels due to effectively tighter contamination tolerances being applied industry wide and leading to more rejected loads. Our residual (non-recycled) waste tonnages remain low and amongst the best across London. It is hoped that the data validation issue will be resolved shortly.
- 8.2 The monthly number of missed waste collections remains within target with the year to date monthly average now standing at 417. This is slightly down on performance at the same point last year, mainly as a result of vehicle maintenance issues associated with an ageing fleet.

### Deal promptly and effectively with planning applications

- 8.3 Planning performance across all three categories of determinations remains strong and ahead of target, as well as comparable with the same period last year. Comparing ourselves with the rest of London for the period for which data is most recently available (Quarter 2 of 2015-16) shows us as third quartile amongst all

London Councils for Majors (inherently volatile due to the low numbers of applications), top quartile for Minors, and solidly second quartile for Others. It should be noted that the definition of majors applications determined within the target time now effectively includes both those determined within the normal 13 week period, as well as those determined with the period agreed upfront with developers (in line with Department for Communities and Local Government targets).

Promote and increase use of public facilities

- 8.4 Overall number of leisure visits is strong and well ahead of the year to date target. The proportion of resident to non-resident usage is also increasing, rising from 41.6% in April to 45.2% in September, and now 47.5% in December. In its first 2014-15 contract year, GLL were still bedding in with a reliable and comprehensive visitor counting methodology, so strict year on year comparisons are not yet totally reliable, but all the available evidence points to significantly increased use of leisure facilities.
- 8.5 Library visits in Quarter 3 stand at just over 246,000 (and 7.6% down on the same quarter last year) continuing a fairly steady trend. Comparable 'issue' figures are down somewhat more at 11.5% and Active Borrowers (those that have taken an item out in the last 12 months) now stands at 30,795 (13.9% of the resident population), down 8.3% on Quarter 3 of 2014-15. These figures continue to reflect changing patterns of customer use, including more online use.

Resident's energy cost savings

- 8.6 This measure estimates the annualised cost savings to residents as a direct result of Energy Doctor visits, Warm Home Discount and Debt Relief. The discrete Quarter 3 figure, as well as the combined Quarter 1-Quarter 3 figures are both well ahead of target as well as up on the same measure for the same period last year. This is primarily due to strong performance on the Warm Home Discount. The estimated annual average household savings for each intervention currently stand at £90 for Energy Doctor and £140 for Warm Home Discount, with Debt Relief being variable.

## 9. Finance, Customer Services and HR

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	74.4%	73.7%	96.5%	<b>On</b>	73.5%	<b>Yes</b>
	38	Number of council tax payments collected by direct debit	M	57,947	58,000	58,000	<b>On</b>	56,420	<b>Yes</b>
	39	Percentage of business rates collected in year	M	79.0%	79.0%	99.0%	<b>On</b>	79.0%	<b>Similar</b>
<i>Improve customer access and experience through appropriate channels</i>	40	Number of visits in person at Customer Contact Centre	M	143,080	145,000	190,000	<b>On</b>	149,158	<b>Yes</b>
	41	Number of telephone calls through Contact Islington call centre	M	370,366	370,000	490,000	<b>On</b>	401,583	<b>Yes</b>
	42	Number of My e-Account transactions	M	106,075	105,000	150,000	<b>On</b>	85,742	<b>Yes</b>
	43	Proportion of all parking visitors vouchers sold as paperless (virtual) e-vouchers*	M	tbc	tbc	25%	<b>N/A</b>	new indicator	<b>N/A</b>
	44	Percentage of calls into Contact Islington handled appropriately	M	99.0%	97.0%	97.0%	<b>On</b>	new indicator	<b>N/A</b>
<i>Fair and effective management of council workforce</i>	45	Average number of days lost per year through sickness absence per employee	Q	6.8	6	6.00	<b>Off</b>	6.89	<b>Yes</b>
	46	Percentage of workforce who are agency staff	Q	13.9%	10.0%	10.0%	<b>Off</b>	16.7%	<b>Yes</b>
<i>Increased representation of BME / disabled staff at senior level (E)</i>	47	a) Percentage of BME staff within the top 5% of earners (E)	Q	20.5%	20.6%	20.6%	<b>On</b>	20.0%	<b>Yes</b>
		b) Percentage of disabled staff within the top 5% of earners (E)	Q	3.5%	4.8%	4.8%	<b>Off</b>	4.2%	<b>No</b>

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

### Income collection

9.1 We are on track to hit council tax and business rates targets – both of which are ahead of last year’s Inner London average. Our 2016/17 budget proposals includes £1.9m additional income from council tax collection due to this higher collection rate. We have commenced an “Attack the arrears” project to target older debts and early indications appear to be successful.

### Improve customer access through appropriate channels

- 9.2 We are on broadly on track to meet challenging targets to reduce calls and visitors and at the same time increase the number of online transactions. A successful 'appointment only' service for Council Tax has now been implemented, and we will look to expand to Housing Benefits.
- 9.3 In the last quarter we have launched new services available on the new website including: Housing Repairs and Landlord Licensing for houses in multiple occupation (HMO). Estates Parking, Business Portal and the (registrars') Ceremony Portal are due to go live in the near future.
- 9.4 The new Islington website continues to develop and is planned to be fully completed in the summer.

### Fair and effective management of council workforce

- 9.5 The average days lost through sickness per employee, in a rolling 12 months up to the end of December, across the council is 6.8. This is a slight improvement on the equivalent quarter last year and better than the latest London Councils average.
- 9.6 In the council there is a wide variation in the number of average sick days lost by directorate. Public Health (0.8 days) and the Chief Executive's directorate (4.6 days) have significantly lower figures than the other directorates: Children's Services (5.9 days); Finance & Resources (6.4 days); Housing and Adult Social Services (7.2 days) and Environment & Regeneration (7.9 days).
- 9.7 There is a small improvement on the agency staff figure for the last quarter from 14.7% to 13.9%. The recent backlog in recruitment arising in part from the recent transition to a new recruitment system has now been addressed, and a further reduction to reflect changes made in departments to structural requirements for agency staff is anticipated. As indicated in the last report on agency staff considered by the committee, there is a medium term target of 11.7% working towards the 10% target.

### Progression of BME and disabled staff

- 9.8 Evidence shows that disabled staff and those from some Black and Minority Ethnic (BME) groups are less likely to progress within the organisation and are under-represented at senior level. Staff who describe their background as Black Caribbean make up 12.24% of all staff, but only 5.81% of senior staff. Likewise Black African staff make up 9.68% of all staff but only 3.31% of senior staff. Disabled staff make up 7.6% of the workforce but only 3.5% of senior staff.
- 9.9 Action plans for both groups have been developed and are now being implemented. These include actions to improve communication about internal vacancies, train more coaches and mentors, actively encouraging involvement from BME and disabled staff, and promote the workforce development offer for both groups.

## 10. Housing

Objective	PI No	Indicator	Frequency	Q3 Actual Apr-Dec	Q3 Target Apr-Dec	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	113	260	346	<b>Off</b>	162	<b>No</b>
	49	Percentage of severely overcrowded households that have been assisted to relieve their overcrowding	Q	14.1%	25.0%	33.0%	<b>Off</b>	31.5%	<b>No</b>
	50	Number of under-occupied households that have downsized	Q	132	150	200	<b>Off</b>	170	<b>No</b>
<i>Ensure effective management of council housing stock</i>	51	Percentage of LBI repairs fixed first time	M	83.9%	80%	80%	<b>On</b>	85%	<b>No</b>
	52	Major works open over three months as a percentage of Partners' total completed major works repairs	M	1.6%	0%	0%	<b>Off</b>	N/A	<b>N/A</b>
	53	a) Rent arrears as a proportion of the rent roll - LBI	M	2.7%	2.0%	2.0%	<b>Off</b>	2.0%	<b>No</b>
b) Rent arrears as a proportion of the rent roll - Partners		M	3.2%	2.0%	2.0%	<b>Off</b>	2.6%	<b>No</b>	
<i>Reduce homelessness</i>	54	Number of households accepted as homeless	M	266	338	450	<b>On</b>	295	<b>Yes</b>
	55	Number of households in nightly-booked temporary accommodation	M	490	382	357	<b>Off</b>	477	<b>No</b>

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

- 10.1 The Council's new build programme currently has 8 schemes on site delivering 76 homes. This year we are projecting a further 12 schemes to start on site which aim to provide 371 homes. King Henry's Walk is due to complete in February and Bennett Court and Brunswick are due in April.
- 10.2 Performance per quarter may vary due to the new-build completions being spread unevenly across the 4 year target period. 14 new sites have been identified and project managers are working up proposals prior to consultation and planning. Total projected completions for 2015-19 are 656, well above the target of 500 for the four year period. This figure will vary over the period as schemes change as they progress through the consultation and planning processes.
- 10.3 To date, 14.1% of severely overcrowded households have been assisted with their overcrowding, which is below target. Void levels in 2015/16 will be considerably below levels in previous years, the outturn for voids this year is likely to be around 1,000 compared with almost 1,700 in 2012/13. The decrease in voids has impacted



upon the number of larger sized properties available for overcrowded families to move into.

- 10.4 The number of under-occupied households that have downsized at the end of Quarter 3 is 132, slightly behind the target of 150. Intensive work is currently underway focusing on the Lyon Street development. This should lead to an increase in under occupation moves in Quarter 4 as a result of the work to promote and support under occupiers to move into Lyon Street.

Effective management of council housing stock

- 10.5 The percentage of LBI repairs fixed first time, though slightly down on the same period last year, continues to outstrip the 80% target.
- 10.6 The number of incomplete Partners' major repairs over 3 months old has been reducing for the last two quarters. Partners aim for all jobs to be resolved within 3 months, but there are sometimes external factors (e.g. Planning and Section 20 issues for leaseholders) which can delay this and the PFI Clienting Team will continue to monitor progress closely.
- 10.7 Rent arrears are off target this quarter due to the non-application of housing benefit to rent accounts for two weeks in December. This has now been resolved and the levels of rent collection have returned to previous levels (1.77% arrears as a proportion of rent due in January 2016). Performance, generally, is strong compared with other London boroughs.
- 10.8 PFI-managed properties were also affected by the non-application of housing benefit to rent accounts for two weeks in December. Again, this has now been resolved and rent collection levels have returned to previous levels (2.32% arrears as a proportion of rent due in January 2016).

Reduce homelessness

- 10.9 The number of households accepted as homeless continues to be well within the target of 450.
- 10.10 The number of households in nightly-booked temporary accommodation is off target. As reported in the previous quarter, while the reduction in nightly booked temporary accommodation is less than hoped, there has been a significant reduction in expensive accommodation, which means we are on track to meet our savings target.

## 11. Public Health

Objective	PI No	Indicator	Frequency	Q3 Actual Oct-Dec	Q3 Target Oct-Dec	End of Year Target 2015-16	On/Off target	Same period last year	Better than last year?
<i>Effective protection against Measles, Mumps and Rubella (MMR)</i>	56	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	91.3% (Q2)	95%	95%	<b>Off</b>	95.4%	<b>No</b>
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	90.00 % (Q2)	95%	95%	<b>Off</b>	93.2%	<b>No</b>
<i>Reduce prevalence of smoking</i>	57	a) Number of smokers accessing stop smoking services	Q	532 (Q2)	740 (Q1)	2,960	<b>Off</b>	643 (Q2 2014/15)	<b>No</b>
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	46% (Q2)	54% (Q1)	54%	<b>Off</b>	44% (Q2 2014/15)	<b>Yes</b>
<i>Early detection of health risks</i>	58	a) Percentage of eligible population (40-74) who have been offered an NHS Health Check	Q	6%	4%	20%	<b>On</b>	4.5%	<b>Yes</b>
		b) Percentage of those invited who take up the offer of an NHS Health Check	Q	54%	66%	66%	<b>Off</b>	65.2%	<b>No</b>
<i>Tackle mental health issues</i>	59	a) Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies) for depression or anxiety	Q	1,423	1,164	4,655	<b>On</b>	1,099	<b>Yes</b>
		b) Percentage of those entering IAPT treatment who recover	Q	50.9%	50%	50%	<b>On</b>	New indicator	<b>N/A</b>
<i>Effective treatment for substance misuse</i>	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	15.5% (Q2)	15%	15%	<b>On</b>	Unable to compare	<b>N/A</b>
	61	Percentage of alcohol users who successfully complete their treatment plan	Q	37.8% (Q2)	40%	40%	<b>Off</b>	Unable to compare	<b>N/A</b>

**Please note** that due to the lag in receiving data, Quarter 3 2015/16 data is only available for PI 58 (NHS Health Checks) and PI 59 (IAPT service - Improving Access to Psychological Therapies). Quarter 3 2015/16 data for the smoking indicators, substance misuse, smoking cessations and childhood immunisations is expected March 2016.

### Effective protection against measles, mumps and rubella (MMR)

- 11.1 The Quarter 2 2015/16 uptake of the MMR1 vaccine for 2 years old (91.3%) continues to be one of the highest in London and is similar to the England average (91.5%). The uptake of the second dose of the MMR vaccine by 5 years old (90.0%) was also the second highest in London and similar to the England average (87.9%). However, both were below the WHO recommended uptake of 95%, and the uptake for both vaccines was lower than the same quarter of the previous year.
- 11.2 Islington public health has recently set up a Childhood Immunisations Steering Group to monitor immunisation uptake rates and ensure the high coverage is sustained. Some of the drop in coverage in MMR this year is thought to be due to problems with recording and uploading immunisation data in some GP practices. The immunisations team is currently working with these GP practices to resolve these issues.

### Reduce prevalence of smoking

- 11.3 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 Islington we have seen an almost 59% decrease in clients accessing stop smoking services over the last 3 years. Much of this decline is attributable to many smokers who are ready and able to quit having done so in previous years and the impact of people using e-cigarettes who do not seek NHS Quit support. We have been working with our provider to ensure the service is 'e-cigarette-friendly' which is also reflected in our newly refreshed 'e-cigarette Position Statement'. The service has maintained a relatively stable quit rate, which remains higher than the Department of Health recommended rate of 35%, but is still below the target of 54%.
- 11.4 The Health and Wellbeing Board has just endorsed our newly published Camden & Islington Smokefree Strategy 2016-2021 with its wide range of recommended actions to reduce smoking prevalence to just 16% in Islington over the next 5 years.

### Effective detection of health risks

- 11.5 As per previous quarters the number of people offered a Health Check in primary care grew, in comparison to the same quarter of the previous year, surpassing the annual target.
- 11.6 Despite an increase by 20% in the number of checks delivered (when compared to the same period last year), the proportion of those invited who take up the offer is currently 10 percentage points below the national target. This is due to the increase in the number of invitations in Quarter 3, already surpassing the annual targets. With only 500 checks missing to the national target for delivery, Islington will definitely meet it.

### Tackle mental health issues

- 11.7 The service continues to perform well. Numbers entering treatment has increased, and the service looks likely to substantially exceed its annual target. The percentage of those entering IAPT treatment who recover achieved the quarterly target for the first time.

### Effective treatment programmes to tackle substance abuse

- 11.8 Following assertive work by local treatment providers over the last 6 months, positive improvements in successful completions are now being recorded. This partnership work is continuing with specific focus on representation rates.

**Report author:**

Jaime Goumal

Insight, Information and Performance Officer

Tel: 020 7527 2368 email: [jaime.goumal@islington.gov.uk](mailto:jaime.goumal@islington.gov.uk)

Final Report Clearance

Signed by ..... Date

Received by ..... Date

# Summary of corporate performance Appendix A

## 2015 -16 Quarter 3 (October – December)

### Successes

Priority	Achievements
Adult social care	Delayed transfers of care from hospital have been kept at a low level despite significant hospital pressures.
Children's services	Increased the number of 2 year olds in funded early education places, strong performance of disadvantaged pupils in particular at GCSE
Community safety	Youth violence has shown as reduction again in Q3, most hate crime targets are on track and appropriate housing enforcement actions are above target
Employment	342 people this quarter helped into paid work – taking the total so far this year to 896, well above target
Environment and regeneration	Increased leisure visits with major upgrades for Archway Leisure Centre and Market Road football pitches
Finance, customer services and HR	Higher council tax and business rate collection than last year's inner London average – giving the council an estimated extra £1.9m
Housing	The Repairs service has opened its own joinery workshop, enabling the manufacture of bespoke doors and windows, and training facility to enable investment in workforce development.  We have opened 31 new council homes across Lyon St and Parkhurst Road.
Public Health	Publication of the smokefree strategy. Islington, along with Greenwich and Tower Hamlets, topped the Good Food for London league table 2015. These awards compare how London boroughs are doing in their support for 10 key good food initiatives including – baby friendly; food growing; Living Wage; fairtrade food; healthier catering and food culture in schools

### Risks and challenges

Priority	Risks and challenges
Adult social care	A challenge is the increasing demand in need for adult social care and the need to make sure our transformation and savings plans deliver in this context
Children's services	New persistent absence definition will impact on performance, increasing the overall proportion that would be classified as persistently absent
Community safety	The person snatch levels are rising again meaning youth reoffending will likely increase too. ASB OOH response team are struggling to cope with the demand in calls and the rate of repeat calling is increasing
Employment	A consistent system applied by all partners/council services to help us verify people helped into work, continue to be employed after 26 weeks
Environment and regeneration	Maintaining and improving recycling rates in line with NLWA agreed targets
Finance, customer services and HR	Lack of progression within the organisation for staff from some BME groups and disabled staff
Housing	We have procured a new Repairs IT system to facilitate effective management of the service, which now needs to be developed to meet our specific needs (go live due November 2016)
Public Health	Uncertainty over the government public health financial settlement and the impact of the ACRA formula on the Islington Public Health grant





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

Meeting of:	Date	Ward(s)
Executive	10 <sup>th</sup> March 2016	All
Policy and Performance Scrutiny	14 March 2016	

## FINANCIAL POSITION AT 31<sup>ST</sup> JANUARY 2016

### **1. SYNOPSIS**

- 1.1 This report presents the forecast outturn position for 2015-16 as at 31<sup>st</sup> January 2016. Overall, the forecast is a £3.5m General Fund overspend including corporate items. The Housing Revenue Account (HRA) is forecast to break-even over the year. It is forecast that £96.7m of capital expenditure will be delivered in 2015-16.

### **2. RECOMMENDATIONS**

- 2.1. To note the overall forecast revenue outturn for the General Fund of a £3.5m overspend, and that in the event of an overall overspend at the end of the financial year this would be funded from the one-off corporate contingency reserve of £3.5m in the first instance. **(Paragraphs 3.1 and 4.14, Table 1 and Appendix 1)**
- 2.2. To agree the new waste services charges to be introduced with effect from 1<sup>st</sup> April 2016. **(Paragraph 4.6 and Table 2)**
- 2.3. To note that the HRA is forecast to break-even over the financial year. **(Paragraph 3.1, Table 1 and Appendix 1)**
- 2.4. To note the latest capital position with forecast capital expenditure of £96.7m in 2015-16. **(Section 6, Table 3 and Appendix 2)**

### **3. CURRENT REVENUE POSITION: SUMMARY**

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

**Table 1: General Fund and HRA Forecast Outturn**

	<b>VARIANCE Month 10 (£000)</b>
<b><u>GENERAL FUND</u></b>	
Finance and Resources	0
Chief Executive's	(298)
Core Children's Services (Excluding Schools)	1,510
Environment and Regeneration	2,944
Housing and Adult Social Services	1,272
Public Health	963
Net Departments	<b>6,391</b>
Corporate Items	(2,940)
<b>TOTAL PROJECTED (UNDER)/OVERSPEND</b>	<b>3,451</b>
<b><u>HOUSING REVENUE ACCOUNT</u></b>	
<b>NET (SURPLUS) / DEFICIT</b>	<b>0</b>

### **4. GENERAL FUND**

#### **Finance and Resources Department (zero variance)**

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

#### **Chief Executive's Department (-£0.3m)**

- 4.2. The Chief Executive's Department is currently forecasting a (-£0.3m) underspend. This is due to staff vacancies within the Governance and Human Resources division that are not to be recruited to this year (-£0.2m) and additional legal fee income (-£0.1m).

#### **Children's Services (General Fund: +£1.5m, Schools: -£3.0m)**

- 4.3. A (+£1.5m) overspend is forecast for the General Fund (non-schools) Children's Services budget. This includes a number of pressures against demand led specialist services that materialised in 2014-15 and are continuing into 2015-16, especially in relation to unaccompanied asylum seeking children (+£0.35m) and special guardianship orders (+£0.2m). Further overspends are forecast against Children Looked After placements (+£0.5m), leaving care costs (+£0.45m), an increase in support for 16/17 years olds living in supported accommodation (+0.45m), the new remand framework (+£0.35m), secure accommodation costs (+£0.2m), the Disabled Children's Team (+£0.2m), increase in care proceedings including family assessment (+£0.15m) and an in-year reduction in Youth Justice Grant income (+£0.1m). These overspends, totalling



(+£2.95m), have been partly offset by forecast underspends totalling (-£1.45m) across the Learning and Schools and Partnerships and Support Services divisions.

#### **Schools (-£3.0m)**

- 4.4. A Dedicated Schools Grant (DSG) underspend of (-£3.0m, 1.8% of DSG) is forecast. (-£2.0m) of this is due to the carry forward of Early Years DSG funding from 2014-15 that will be used to smooth in expected Department for Education (DfE) funding reductions for the statutory entitlement for free childcare for deprived 2-year olds from 2015, now that funding is allocated to local authorities based on take-up. The remaining DSG underspend relates to the Special Educational Needs (SEN) placements contingency budget (-£0.7m), other schools contingency and underspends carried forward from previous years (-£0.6m) and Pupil Premium eligibility lower than estimated by the DfE (-£0.2m), offset by an increase in school business rates following capital investment in expansions (+£0.5m).

#### **Environment and Regeneration (+£2.9m)**

- 4.5. The Environment and Regeneration Department is currently forecasting a (+£2.9m) overspend. This is after corporate savings of (+£0.5m) being applied to the structural overspend, arising due to the Government shelving plans to introduce locally set licensing fees (this is a net-nil impact overall as the Environment and Regeneration Department overspend is reduced, in respect of this applied funding, by the same amount). The main variances are as follows:
- 4.5.1. (+£0.5m) due to delayed service changes in Street Environment Services leading to non-delivery of 2015-16 savings.
  - 4.5.2. (+£0.1m) due to unbudgeted costs associated with the pilots that will deliver future savings causing spend on new bins and other items.
  - 4.5.3. (+£0.35m) delays in re-providing the new refuse fleet pending various pilots and the introduction of a new operating model.
  - 4.5.4. (+£0.1m) shortfall in commercial waste income.
  - 4.5.5. (+£0.3m) loss of grant income from North London Waste Authority (NLWA) following price reductions for recyclable materials, and (+£0.2m) additional fleet/depot costs.
  - 4.5.6. (+£0.25m) non-delivery of the advertising concession contract saving as a result of existing contracts delaying implementation until after October 2015 and identification of suitable sites.
  - 4.5.7. Structural budget issues within the Public Protection division: (+£0.2m) relating to staff budgets and non-staffing budgets around IT/licensing costs; (+£0.15m) unachievable Houses in Multiple Occupation (HMO) licensing income; (+£0.15m) staff costs that were part funded by 'Smoke-free' grant that is no longer received; (+£0.1m) relating to deteriorating income streams on DVD/music rentals and hall lettings; and (+£0.1m) across various other income streams.

4.5.8. (+£0.2m) additional agency staff and legal cost pressures within Development Control, and (+£0.2m) underachievement of building control and planning income due to a decline in activity.

**New Waste Services Charges 2016-17**

4.6. In addition to the 2016-17 fees and charges approved by Executive on 4<sup>th</sup> February 2016, it is recommended that the new waste services charges in **Table 2** below are introduced with effect from 1<sup>st</sup> April 2016.

**Table 2: New Waste Services Charges 2016-17**

<b>Product</b>	<b>Fee</b>	<b>Comment</b>
Bin Washing	£14.00	One off cleanse
	£12.50	Quarterly contract
	£10.00	Monthly contract
Clinical Waste	£35.00	Up to 7 items
	£4.00	Per Item after the first 7 items
Graffiti Removal	£26.00	Initial visit and the first square metre
	£6.00	Per square metre after the first square metre

**Housing and Adult Social Services (+£1.3m)**

- **Adult Social Care (+£0.5m)**

4.7. Adult Social Care is currently forecasting a net overspend (+£0.5m) relating to the older people spot placement budget.

- **Housing General Fund (+£0.8m)**

4.8. The Housing General Fund continues to be impacted by increased demand for temporary accommodation (TA) and the increased cost of supplying it, exacerbated by ongoing changes to the housing benefit regulations and the changes to the welfare support system. This has resulted in a net financial pressure of (+£1.3m) in 2015-16 of which the majority is due to not being able to secure nightly booked accommodation at rates that are below or equal to the Local Housing Allowance. This is offset partly by staffing underspends across the department (-£0.5m).

**Public Health (+£1.0m)**

4.9. Public Health is funded via a ring-fenced grant of £25.4m for 2015-16. The Government have announced an in-year cut of (+£1.7m) to the Council's public health grant. This has been mitigated by (-£0.7m) underspends within the department, resulting in a forecast net overspend of (+£1.0m). This is a very significant Government cut made late in the financial year and means that there will be no public health reserves to mitigate against future budget pressures.

**Corporate Items (-£2.9m)**

4.10. The Council continues to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates. The current forecast is that this will save the General Fund (-£4.0m) in interest charges over the financial year. The Treasury

Management Strategy is kept under constant review to ensure that available resources are optimised and the longer-term interest rate position reviewed.

- 4.11. As part of the transfer of public health responsibilities to local authorities in 2012-13, a corporate provision was set aside for legacy payments that the Council may incur. It is now considered unlikely that the Council will be billed for these payments, meaning that on balance the (-£0.9m) provision can be released in full. In the event that the Council is billed for these payments, this would be a cost pressure for Public Health.
- 4.12. Additional unbudgeted grant income (-£0.7m) has been received to compensate for the impact of Government policy on our retained business rates income in 2015-16 (e.g. the continued doubling of small business rates relief and the retail relief scheme).
- 4.13. These savings are offset by:
  - 4.13.1. Improvement works to Finsbury Library, including to accommodate the Old Street Area Housing Office (+£1.2m).
  - 4.13.2. Corporate savings of (+£0.5m) being applied to the structural overspend in Environment and Regeneration arising due to the Government shelving plans to introduce locally set licensing fees. This is a net-nil impact overall as the Environment and Regeneration Department overspend is reduced, in respect of this applied funding, by the same amount.
  - 4.13.3. (+£0.2m) relating to a settled claim against 3 privately owned mature London Plane trees that had been proven to cause subsidence. Due to strong public support, the Council argued for retaining the trees and won the appeal for the trees to be retained. The claimants then proceeded with repairs of £350k. The Council have fought this and negotiated down from an initial claim of £350k to a settled claim of £190k.
  - 4.13.4. (+£0.8m) uncontrollable pressure due to the Council's statutory duty to provide assistance to all destitute clients who are Non-European Union nationals and can demonstrate need under Section 21 of the National Assistance Act, 1948. This is commonly referred to as No Recourse to Public Funds (NRPF).

### **Contingency Reserve**

- 4.14. There is a one-off corporate contingency reserve of £3.5m to provide some resilience against any short-term budget pressures arising from savings risks or changes in Government policy. This will be used to offset any overall General Fund overspend at the end of the financial year.

## **5. HOUSING REVENUE ACCOUNT**

- 5.1. The HRA is forecast to be balanced in 2015-16. The variances are as follows:
  - 5.1.1. Non-recurring impact of repairs re-integration (+£0.8m).
  - 5.1.2. Other net HRA non-recurring pressures including improvements to open spaces and CCTV and heating refunds in respect of 2014-15 (+£1.1m).
  - 5.1.3. Transfer to HRA reserves (+£1.3m)

- 5.1.4. *The above net one-off pressures of (+£3.2m) are offset by the following net recurring underspends:*
- 5.1.5. Impact of welfare reforms (+£0.4m).
- 5.1.6. Additional commercial property income and reduced management costs (-£1.1m).
- 5.1.7. Higher than budgeted commission from Thames Water (-£0.3m).
- 5.1.8. Higher than budgeted Right to Buy administration grant income due to higher than anticipated Right to Buy sales (-£0.4m).
- 5.1.9. Increase parking income arising from the increase in charges for non-residents and the diesel levy (-£0.3m).
- 5.1.10. Understated budget on annual leaseholder service charges (-£1.5m).

## **6. CAPITAL PROGRAMME**

- 6.1. It is forecast that £96.7m of capital expenditure will be delivered by the end of the year. This is set out by department in **Table 3** below and detailed at **Appendix 2**.

**Table 3: 2015-16 Capital Programme by Department at Month 10**

<b>Department</b>	<b>2015-16 Capital Budget</b>	<b>2015-16 Forecast Expenditure</b>	<b>Forecast Re-profiling to/(from) Future Years</b>
	<b>(£m)</b>	<b>(£m)</b>	<b>(£m)</b>
Children's Services	10.0	10.0	0
Environment and Regeneration	20.4	18.8	1.6
Housing and Adult Social Services	60.4	61.6	(1.2)
Finance and Resources	6.4	6.3	0.1
<b>Total</b>	<b>97.2</b>	<b>96.7</b>	<b>0.5</b>

### **Forecast Slippage**

- 6.1. Under the Council's financial regulations, approval of slippage over £1m on an individual capital scheme is a function of the Executive. Slippage is reported to Executive for approval at months 4, 8 and 12.

## **7. IMPLICATIONS**

### **Financial Implications**

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

### **Legal Implications**

- 7.2. The law requires that the Council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably

satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance.

**Environmental Implications**

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

**Resident Impact Assessment**

7.4. A resident impact assessment (RIA) was carried out for the 2015-16 Budget Report approved by Full Council. This report notes the financial performance to date but does not have direct policy implications, so a separate RIA is not required for this report.

**Background papers:** None

**Responsible Officer:**

Mike Curtis  
Corporate Director of Finance and Resources

**Report Authors:**

Tony Watts  
Head of Financial Planning

Martin Houston  
Strategic Financial Advisor

**Signed by**



Executive Member for Finance and  
Performance

23 February 2016

Date

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## Appendix 1 - Revenue Budget Monitoring 2015-16 Month 10

<b>GENERAL FUND</b>					
Department / Service Area	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Variance Month 10 £'000	Variance Month 9 £'000
<b>FINANCE AND RESOURCES</b>					
Corporate Director of Finance and Resources	(62)	1,099	1,099	0	0
Digital Services and Transformation	562	(2,112)	(2,112)	0	0
Financial Management	(7,532)	(2,484)	(2,484)	0	0
Financial Operations	6,911	3,960	3,960	0	0
Internal Audit	588	616	616	0	0
<b>Total</b>	<b>467</b>	<b>1,079</b>	<b>1,079</b>	<b>0</b>	<b>0</b>
<b>CHIEF EXECUTIVE'S DEPARTMENT</b>					
Chief Executive	(16)	0	(25)	(25)	0
Governance and Human Resources	1,140	303	30	(273)	(226)
Strategy and Community Partnerships	5,478	6,395	6,395	0	0
<b>Total</b>	<b>6,602</b>	<b>6,698</b>	<b>6,400</b>	<b>(298)</b>	<b>(226)</b>
<b>CHILDREN'S SERVICES</b>					
Learning and Schools	27,763	27,073	23,348	(3,725)	(3,770)
Partnerships and Support Services	9,292	11,754	11,034	(720)	(720)
Targeted and Specialist Children and Families	36,889	38,808	41,728	2,920	2,920
<b>Total</b>	<b>73,944</b>	<b>77,635</b>	<b>76,110</b>	<b>(1,525)</b>	<b>(1,570)</b>
<b>ENVIRONMENT AND REGENERATION</b>					
Directorate	(1,387)	(1,135)	(1,135)	0	0
Planning and Development	2,484	2,309	2,670	361	459
Public Protection	9,685	11,189	11,872	683	607
Public Realm	19,882	29,450	31,350	1,900	1,688
<b>Total</b>	<b>30,664</b>	<b>41,813</b>	<b>44,757</b>	<b>2,944</b>	<b>2,754</b>
<b>HOUSING &amp; ADULT SOCIAL SERVICES</b>					
Temporary Accommodation (Homelessness Direct)	1,391	1,391	2,666	1,275	1,275
Housing Needs (Homelessness In-Direct)	2,000	2,000	1,669	(331)	(331)
Housing Benefit	880	880	880	0	0
Housing Strategy and Development	231	231	106	(125)	(125)
Housing Administration	2,291	1,944	1,934	(10)	(10)
<b>Housing General Fund Total</b>	<b>6,793</b>	<b>6,446</b>	<b>7,255</b>	<b>809</b>	<b>809</b>
Adult Social Care	30,917	30,057	30,039	(18)	(18)
Integrated Community Services	13,554	13,537	13,418	(119)	(119)
Strategy & Commissioning	30,355	30,393	30,993	600	600
<b>Adult Social Services Total</b>	<b>74,826</b>	<b>73,987</b>	<b>74,450</b>	<b>463</b>	<b>463</b>
<b>HASS Total</b>	<b>81,619</b>	<b>80,433</b>	<b>81,705</b>	<b>1,272</b>	<b>1,272</b>

## Appendix 1 - Revenue Budget Monitoring 2015-16 Month 10

Department / Service Area	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Variance Month 10 £'000	Variance Month 9 £'000
<b>PUBLIC HEALTH</b>					
NHS Health Checks	371	371	355	(16)	(16)
Obesity and Physical Activity	1,009	1,009	1,029	20	(16)
Other Public Health	(20,739)	(20,557)	(19,573)	984	952
Sexual Health	8,273	8,392	8,537	145	149
Smoking and Tobacco	786	786	695	(91)	(70)
Substance Misuse	8,466	8,347	8,498	151	29
Children and Young People	1,834	1,834	1,705	(129)	(43)
Children 0-5 Public Health	0	0	(101)	(101)	(100)
	<b>0</b>	<b>182</b>	<b>1,145</b>	<b>963</b>	<b>885</b>
Less Projected Ring-Fenced Schools Related Underspend	0	0	3,035	3,035	3,035
<b>GROSS DEPARTMENT TOTAL</b>	<b>193,296</b>	<b>207,840</b>	<b>214,231</b>	<b>6,391</b>	<b>6,150</b>
<b>CORPORATE ITEMS</b>					
Corporate and Democratic Core / Non Distributed Costs	16,675	15,130	15,130	0	0
Other Corporate Items	4,104	2,912	3,172	260	260
Corporate Financing Account	(16,129)	(20,863)	(24,863)	(4,000)	(3,700)
Levies	22,247	22,247	22,247	0	0
Transfer to/(from) Reserves	14,293	7,890	7,890	0	0
Specific Grants	(16,103)	(16,773)	(16,773)	0	0
Core Government Funding / Council Tax	(218,651)	(218,651)	(218,651)	0	0
No Recourse to Public Funds	268	268	1,068	800	800
<b>Corporate Items Total</b>	<b>(193,296)</b>	<b>(207,840)</b>	<b>(210,780)</b>	<b>(2,940)</b>	<b>(2,640)</b>
<b>TOTAL NET OF CORPORATE ITEMS</b>	<b>0</b>	<b>0</b>	<b>3,451</b>	<b>3,451</b>	<b>3,510</b>



## Appendix 1 - Revenue Budget Monitoring 2015-16 Month 10

<b>HOUSING REVENUE ACCOUNT(HRA)</b>						
<b>Department / Service Area</b>	<b>Original Budget</b>	<b>Current Budget</b>	<b>Latest Actual</b>	<b>Forecast Outturn</b>	<b>Variance Month 10</b>	<b>Variance Month 9</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Dwelling Rents	(162,778)	(162,778)	(135,917)	(163,078)	(300)	(300)
Non Dwelling Rents	(1,708)	(1,708)	(2,347)	(2,608)	(900)	(800)
Heating Charges	(2,357)	(2,357)	(1,667)	(2,017)	340	340
Leaseholders Charges	(9,348)	(9,348)	(7,790)	(10,848)	(1,500)	0
Other Charges for Services and Facilities	(3,870)	(3,870)	(2,333)	(4,775)	(905)	(775)
PFI Credits	(22,855)	(22,855)	(17,141)	(22,855)	0	0
Interest Receivable	(2,044)	(575)	0	(575)	0	0
Contribution from General Fund	(852)	(852)	0	(852)	0	0
<b>Gross Income</b>	<b>(205,812)</b>	<b>(204,343)</b>	<b>(167,195)</b>	<b>(207,608)</b>	<b>(3,265)</b>	<b>(1,535)</b>
Repairs and Maintenance	29,748	29,748	26,691	30,548	800	1,235
Revenue Contribution to Capital	10,359	0	0	1,840	1,840	930
General Management	48,803	47,327	27,864	47,917	590	170
PFI Payments	40,114	40,114	37,790	39,964	(150)	(700)
Special Services	15,530	17,006	10,892	17,006	0	(100)
Rents, Rates, Taxes and Other Charges	739	739	720	739	0	0
Capital Financing Costs	56,769	47,807	0	47,807	0	0
Bad Debt Provisions	750	750	0	750	0	0
HRA Contingency	3,000	3,000	0	1,900	(1,100)	0
Transfer to HRA Reserves	0	17,852	0	19,137	1,285	0
<b>Gross Expenditure</b>	<b>205,812</b>	<b>204,343</b>	<b>103,957</b>	<b>207,608</b>	<b>3,265</b>	<b>1,535</b>
<b>Net (Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>(63,238)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**Appendix 2: Capital Monitoring 2015-16 Month 10**

	2015-16 Budget Monitoring						
	Original Budget	Budget Changes During the Year	Revised Budget	Forecast Outturn	Forecast Re-profiling (to)/from Future Years	Expenditure to Date	% Budget Spent to Date
	£m	£m	£m	£m	£m	£m	£m
<b>CHILDREN'S SERVICES</b>							
Dowery Street Pupil Referral Unit	3.3	(2.8)	0.5	0.5	0.0	0.2	40%
Early Years Two Year Old Places	1.0	0.1	1.1	1.1	0.0	0.8	70%
Mechanical Schemes	0.0	0.5	0.5	0.5	0.0	0.3	64%
Moreland Primary School	6.1	(1.8)	4.3	4.3	0.0	2.4	56%
Newington Green Primary School Refurbishment	0.3	0.3	0.6	0.6	0.0	0.5	91%
Other Schools	0.0	0.6	0.6	0.6	0.0	0.0	0%
Primary Bulge Classes	0.2	0.3	0.5	0.5	0.0	0.5	98%
Primary Capital Scheme	0.0	0.5	0.5	0.5	0.0	0.3	66%
Sacred Heart Primary School Extension Grant	1.3	0.0	1.3	1.3	0.0	1.3	100%
The Bridge Free School	3.7	(3.7)	0.0	0.0	0.0	0.0	0%
Windows Scheme	0.3	(0.1)	0.2	0.2	0.0	0.2	80%
<b>Total Children's Services</b>	<b>16.1</b>	<b>(6.1)</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>6.4</b>	<b>64%</b>
<b>ENVIRONMENT AND REGENERATION</b>							
Other Environment and Regeneration	0.0	0.7	0.7	0.5	(0.2)	0.0	0%
Boiler Replacement Programme	0.0	0.0	0.0	0.0	(0.0)	0.0	100%
Combined Heat and Power	3.4	(1.7)	1.7	1.7	(0.0)	0.8	46%
Disabled Facilities	0.6	0.4	1.0	1.0	0.0	0.7	74%
Energy Saving Council Buildings	1.9	(0.5)	1.4	1.3	(0.1)	0.6	43%
Greenspace	0.8	0.5	1.3	1.2	(0.1)	0.8	61%
Highways	1.4	0.9	2.3	2.3	0.0	2.4	105%
Home Energy Efficiency	0.0	0.0	0.0	0.0	(0.0)	0.0	0%
Ironmonger Row Baths	0.0	0.2	0.2	0.2	(0.0)	0.2	91%
Leisure	3.4	(0.3)	3.0	3.1	0.0	2.5	81%
Libraries	0.0	0.0	0.0	0.0	(0.0)	0.0	15%
Other Energy Efficiency	2.2	(2.2)	(0.0)	0.0	0.0	0.0	0%
Planning and Development	2.1	(1.7)	0.5	0.3	(0.1)	0.2	43%
Private Sector Housing	1.5	(0.7)	0.8	0.8	(0.0)	0.0	3%
Special Projects	0.0	0.7	0.7	0.1	(0.6)	0.0	5%
Traffic and Engineering	3.6	0.9	4.5	4.6	0.1	1.8	41%
Vehicles	8.5	(6.1)	2.4	1.8	(0.6)	2.3	96%
<b>Total Environment and Regeneration</b>	<b>29.4</b>	<b>(9.0)</b>	<b>20.4</b>	<b>18.8</b>	<b>(1.6)</b>	<b>12.4</b>	<b>61%</b>
<b>HOUSING AND ADULT SOCIAL SERVICES</b>							
<b>HOUSING</b>							
Housing Improvements	40.3	(6.3)	34.0	34.0	(0.0)	24.1	71%
New Build	40.8	(15.1)	25.7	27.5	1.8	20.2	78%
<b>Total Housing</b>	<b>81.1</b>	<b>(21.4)</b>	<b>59.7</b>	<b>61.5</b>	<b>1.8</b>	<b>44.3</b>	<b>74%</b>
<b>ADULT SOCIAL SERVICES</b>							
Adaptations	2.3	(2.3)	(0.0)	0.0	0.0	0.1	-185%
Care Services	1.0	(0.3)	0.7	0.1	(0.6)	0.1	10%
<b>Total Adult Social Services</b>	<b>3.3</b>	<b>(2.6)</b>	<b>0.7</b>	<b>0.1</b>	<b>(0.6)</b>	<b>0.1</b>	<b>21%</b>
<b>Total Housing and Adult Social Services</b>	<b>84.5</b>	<b>(24.0)</b>	<b>60.4</b>	<b>61.6</b>	<b>1.2</b>	<b>44.4</b>	<b>74%</b>
<b>FINANCE AND RESOURCES</b>							
Finance	0.0	0.1	0.1	0.0	0.0	0.0	0%
Corporate	0.0	0.0	0.0	0.0	0.0	0.0	0%
Digital Transformation	1.5	4.8	6.3	6.3	0.0	5.8	93%
<b>Total Finance and Resources</b>	<b>1.5</b>	<b>4.9</b>	<b>6.4</b>	<b>6.3</b>	<b>0.0</b>	<b>5.8</b>	<b>91%</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>131.5</b>	<b>(34.3)</b>	<b>97.2</b>	<b>96.7</b>	<b>(0.6)</b>	<b>69.1</b>	<b>71%</b>

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

**Report of: Assistant Chief Executive, Governance and HR**

<b>Meeting of:</b>	<b>Date</b>	<b>Agenda item</b>	<b>Ward(s)</b>
<b>Policy and Performance Scrutiny Committee</b>			All

<b>Delete as appropriate</b>	<b>Exempt</b>	<b>Non-exempt</b>
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**Subject: Recruitment of agency workers to directly employed posts**

## **1 Synopsis**

- 1.1 This report an update on the Audit Committee's consideration of the council's approach to recruiting agency workers to directly employed posts following the Policy and Performance Scrutiny Committee's consideration of this issue.

## **2. Recommendations**

- 2.1 To note the contents of the report.

## **3 Background**

- 3.1 In the context of its work relating to the council's use of agency staff, the Policy & Performance Scrutiny Committee at its 1 June 2015 meeting considered a report concerning the recruitment of agency workers to directly employed positions in the council. Arising out of that report the Policy and Performance Scrutiny Committee recommended that the Audit Committee review the council's approach to recruitment of agency workers to directly employed positions.
- 3.2 The Audit Committee considered a report on the scrutiny on 28 January 2016 and agreed the following future approach to recruitment of agency workers to directly employed positions in the council:

- All vacancies will be advertised to redeployees before they are made available through general internal and/or external advertisement.
- Agency workers will have the same access to roles advertised internally as employees who are not redeployees and recruitment will be in accordance with the council's recruitment guidelines.
- Where it is identified by senior managers that use of agency workers in a particular service is at a level that is leading to excessive cost and/or to impacts on the quality of service or stability of the workforce, discussions will take place with the council's trades unions. These discussions will aim to agree a process for recruitment to the posts covered by agency workers which complies with legal requirements, is fair and takes equality implications fully into account.

3.3 The trade unions were consulted on these proposals prior to the report being considered by the Audit Committee.

#### 4.0 Implications

**Financial implications:**

None arising directly from this report.

**Legal Implications:**

None arising directly from this report.

**Environmental Implications:**

None

**Resident Impact Assessment:**

No resident impacts arise directly from this report

#### 5.0 Conclusion

The committee is asked to note the approach to recruiting agency workers to directly employed posts adopted by the Audit Committee following the scrutiny undertaken by the committee.

Final report clearance:

**Signed by:**

Assistant Chief Executive, Governance and HR	Date
---	------

**Received by:**

Head of Democratic Services	Date
-----------------------------	------

**Report Author:** Debra Norman, Assistant Chief Executive, Governance and HR

**Tel:** 020 527 6096



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

**Report of: Assistant Chief Executive, Governance and HR**

<b>Meeting of:</b>	<b>Date</b>	<b>Agenda item</b>	<b>Ward(s)</b>
<b>Audit Committee</b>	28 January 2015		All

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

**Subject: Review of recruitment of agency workers to directly employed posts**

**1 Synopsis**

1.1 This report proposes a policy approach to recruiting agency workers to directly employed positions following consideration of past policy and practice by the Policy and Performance Scrutiny Committee.

**2. Recommendations**

- 2.1 To note the contents of the report.
- 2.2 To agree the policy approach set out at paragraph 4.

**3 Background**

3.1 In the context of its work relating to the council's use of agency staff, the Policy & Performance Scrutiny Committee at its 1 June 2015 meeting considered a report concerning the recruitment of agency workers to directly employed positions in the council. This process is commonly referred to as "temp to perm" and this description is used in the rest of this report. Arising out of that report the Policy and Performance Scrutiny Committee recommended that the Audit Committee review the council's approach to recruitment of agency workers to directly employed positions.

- 3.2 This report briefly summarises the evidence concerning past practice and policy that was considered by the Policy and Performance Scrutiny Committee and outlines the legal and HR issues relevant to the council's future approach. In paragraph 4 the report sets out a recommended approach for the future to ensure compliance with legal requirements and good human resources practice.

### **Summary of past practise and policy**

- 3.3 A Temp to Perm Strategy agreed in 2009 with the council's trade unions provided for a fast track recruitment process to individual posts which was used to fill some hard to recruit to post where specified criteria were satisfied.

- 3.4 The council's current Recruitment Guidelines provide that:

"All permanent posts must be openly advertised and the recruitment process followed. Any person employed as an Agency temporary worker may be recruited into a permanent role if they are successful as a result of the recruitment process and subject to their contractual commitments."

- 3.5 During 2010 and 2011 "Amnesty" exercises (agreed by an officer level body that considered HR and organisational development matters on behalf of the Chief Executive's Corporate Management Board) were offered to managers to address the number of individual agency assignments which had lasted for more than 12 months. The processes did not use the 2009 strategy and applied some different criteria.

- 3.6 A number of separate exercises have been undertaken in the council over recent years which have been concerned with reducing agency use in services with a very high level of reliance on agency workers felt to be detrimental to service quality and to maintaining a stable workforce. These include:

- An exercise to reduce reliance on agency workers in the cleaning service following the transfer in of cleaning services from Kier Islington on 2010.
- A reduction in the use of agency caretakers following the reintegration of Homes for Islington
- A recent exercise in the Public Realm division designed to reduce the use of agency workers following the transfer in of waste services

- 3.7 These larger scale exercises have followed processes specifically agreed with the trade unions in each case. The process adopted has depended upon the legal position in respect of recruitment practices and agency worker rights at the relevant time and the particular circumstances and use of agency workers in the service concerned.

- 3.8 Existing agency workers are currently given the same opportunity as employees to apply for internally advertised vacancies, after consideration of suitable redeployees. Posts are advertised internally prior to being externally advertised where the nature of the skills and knowledge required for the role

are such that it is likely that a high number of existing staff are likely to be suitable for consideration, or, the skills and knowledge required for the role are so specialist and scarce that there is not likely to be a significant response from the relevant local labour market. In the case of roles likely to be accessible to a significant number of existing staff, internal advertisement has the additional benefit of potentially creating vacancies elsewhere in the council which may enable compulsory redundancy to be avoided.

- 3.9 Generally speaking, agencies require a fee to be paid by their client when an agency worker is recruited as an employee. However, Human Resources has negotiated new arrangements with Comensura under which almost all agencies supplying staff to the council no longer charge these fees after the initial 12 weeks of an assignment.

### **Legal and Policy context**

- 3.10 Under s7 of the Local Government and Housing Act 1989, the council is required to make appointments based on merit. This means the best available person should be appointed to the post and will generally require a fair and open competitive recruitment process. As such, any approach which streamlines or cuts through that ordinary approach faces an elevated risk of challenge. Where particular posts have already proved difficult to recruitment to externally this will be relevant in determining whether a process not involving external advertisement is permissible.
- 3.11 Since the coming into force of the Agency Worker Regulations 2010 agency staff have, as of day one of their assignment, the right to be informed of any relevant vacancies, in order to be given the same opportunity as a 'comparable worker' to find permanent employment with their hirer. The recent case of *Coles v Ministry of Defence* has clarified that this does not give agency workers the right to be considered for vacancies on an equal footing with permanent employees.
- 3.12 In the recent case of *Smith v Carillion (JM) Ltd*, the Court of Appeal confirmed that a contract could not be implied between an agency worker and the end-user of his services, unless it was necessary to do so. Generally, where there is a contract in place between the worker and an agency then there will not be a contract of employment between the worker and hirer.
- 3.13 The council has a legal obligation to seek suitable alternative employment and redeployment for staff facing redundancy. This is reflected in the council's Organisational Change policy. Redeployees are sent details of all roles to which appointment as an employee is being considered. Redeployees must be appointed if they meet the essential requirements of a post set out in the person specification. Employees selected for redundancy whilst on maternity leave or additional paternity leave, have the right to be offered not just considered for suitable vacancies. Agency workers may be displaced by suitable redeployees.

- 3.14 Any “provision, criteria or practice” (within the meaning ascribed by the Equality Act 2010) which on the face of matters applies neutrally to all staff but in fact puts those sharing a particular protected characteristic at a particular disadvantage, could be found to be unlawful discrimination in the absence of satisfactory objective justification.
- 3.15 In addition to these legal requirements, the aspirations of existing employed staff who wish to progress or change role within the council are relevant to deciding what recruitment policies are appropriate.

#### **4.0 Future Policy Approach**

- 4.1 In the light of the factors identified in the previous paragraph, it is proposed that the council adopt the following policy approach to recruitment of agency workers to directly employed posts.
- 4.2 All vacancies will be advertised to redeployees before they are made available through general internal and/or external advertisement.
- 4.3 Agency workers will have the same access to roles advertised internally as employees who are not redeployees and recruitment will be in accordance with the council’s recruitment guidelines.
- 4.4 Where it is identified by senior managers that use of agency workers in a particular service is at a level that is leading to excessive cost and/or to impacts on the quality of service or stability of the workforce, discussions will take place with the council’s trades unions. These discussions will aim to agree a process for recruitment to the posts covered by agency workers which complies with legal requirements, is fair and takes equality implications fully into account.

#### **5.0 Implications**

##### **Financial implications:**

The recommendations in this report do not result in any additional financial implications for the council.

##### **Legal Implications:**

These are set out in the body of the report.

##### **Environmental Implications:**

None

##### **Resident 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.

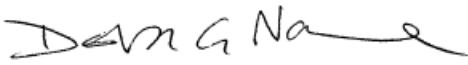
A resident impact assessment has been undertaken in respect of the policy approach indicated in section 4 and no adverse impacts on groups with protected characteristics were identified arising from this report.

A resident impact assessment will be prepared as part of any exercise as referred to in paragraph 4.4 and managers should consider the equalities implications when deciding to recruit internally.

## 5.0 Conclusion

The council has used a variety of approaches over the last 6 years to enable agency workers covering establishment posts to apply to for directly employed post with the council. Processes adopted have varied depending upon the circumstances and substantial processes have been the subject of detailed discussion with the trade unions in advance. The legal context has changed in some respects over this period. The committee is asked to consider and approve the policy approach set out in section 4 of this report in the light of the current legal position and human resources best practice.

Final report clearance:

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

**Received by:**  
Head of Democratic Services      Date

**Report Author:** Debra Norman, Assistant Chief Executive, Governance and HR  
**Tel:** 020 527 6096

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**Governance and Human Resources**

**Resources  
Town Hall, Upper Street,  
London N1 2UD**

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

<b>Meeting of</b>	<b>Date</b>	<b>Agenda Item</b>	<b>Ward(s)</b>
<b>Policy and Performance Scrutiny Committee</b>	14 March 2016	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



**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. Performance report – Quarter 1/Sickness absence
4. New scrutiny topic – Tax Avoidance - witness evidence
5. New scrutiny topic –Knife Crime/Mobile Phone theft etc.– Presentation and SID
6. Call ins (if any)
7. Monitoring report

#### **5 OCTOBER 2015**

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

#### **2 NOVEMBER 2015**

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

#### **7 DECEMBER 2015**

1. New scrutiny topic 1) – Tax Avoidance – Witness evidence
2. New scrutiny topic (2) – Knife Crime/Mobile Phone theft- 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
- 9.. Sickness absence/Grievances

#### **21 JANUARY**

1. Budget 2016/17
2. Call ins – if any

#### **11 FEBRUARY**

1. Monitoring report
2. Scrutiny Review - Knife Crime/Mobile Phone theft etc. –Witness evidence

3. Report of Procurement Board
4. Welfare Reforms update
- 5.6 Month review of Crime Strategy
6. Call ins – if any

#### **14 MARCH 2015**

1. Quarter 3 Performance report
2. Financial update
3. Call ins – if any
4. Monitoring report
5. Scrutiny Review –Knife Crime/Mobile Phone theft etc. –witness evidence
6. Scrutiny Review – Tax Avoidance – Final report
7. Regrading of Chief Officers
8. Telecare service
9. Temp to perm
10. Youth offending service report

#### **03 MAY 2016**

1. Scrutiny topics – 2016/17
2. Report of Executive Member Employment/VCS Annual Report
3. Scrutiny Review Knife Crime/Mobile Phone theft etc. –draft recommendations
3. Call ins – if any
4. Monitoring report

#### **JUNE 2016**

**Quarter 4 Performance report/Sickness absseence**

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

**Use of agency staff**

**Presentation by Leader on Executive priorities**

**Scrutiny Review Knife crime, Mobile Phone theft etc. – Final report**

**Approval of scrutiny topics 2016/17**

**Call ins if any**

**Monitoring report**

#### **JULY 2016**

**Revenue outturn 2015/16**

**Welfare Reforms update**

**Scrutiny topic**

**Call ins if any**  
**Monitoring report**

**SEPTEMBER 2016**

**Quarter 1 Performance report/Sickness absence**  
**Report of Procurement Board**  
**Scrutiny topic**  
**Call ins if any**  
**Monitoring report**

**OCTOBER 2016**

**Financial update**  
**Scrutiny topic**  
**Call ins if any**  
**Monitoring report**

**NOVEMBER 2016**

**Annual Crime and Disorder report/Report of Executive Member Community Safety**  
**Call ins if any**  
**Monitoring report**

**DECEMBER 2016**

**BEST Scrutiny Review – 12 month report back**  
**Scrutiny topic**  
**Use of agency staff**  
**Quarter 2 Performance report/sickness absence**

**JANUARY 2017**

**Budget 2017/18**  
**Call ins if any**

**FEBRUARY 2017**

**Report of Procurement Board**  
**Welfare reforms update**  
**Scrutiny topic**  
**Call ins if any**  
**Monitoring report**

**MARCH 2017**

**Financial update**

**Quarter 3 Performance report/Sickness absence**

**Scrutiny topic Draft recommendations**

**Call ins if any**

**Monitoring report**

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**OUTSTANDING SCRUTINY REVIEWS – UPDATED DECEMBER 2015**

<b>SCRUTINY REVIEW</b>	<b>SCRUTINY COMMITTEE</b>	<b>DATE FINAL REVIEW REPORT SUBMITTED TO EXECUTIVE</b>	<b>PERIOD EXECUTIVE MEMBER RESPONSE TO REC'S DUE (3-6 months after submission to Exec)</b>	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE?</b>	<b>12 MONTH REPORT DUE TO ORIGINAL SCRUTINY COMMITTEE</b>	<b>LEAD OFFICER</b>
<b>2012/13:</b>						
GP Appointment Systems	Health Scrutiny	JB 2 Dec & Exec 15 Jan 2014	Jan 2014 – Mar 2014	JB 19 May 2015 & Exec 18 June 2015	TBC	Julie Billett
<b>2014/15:</b>						
Income Generation	Policy and Performance	JB 21 April 2015 Exec 21 May 2015	June – Nov 2015	JB 12 Dec 2015 Exec 14 Jan 2016		Kevin O'Leary
Best Team	Policy and Performance	JB 6 Oct 2015 Exec 22 Oct 2015	Oct 2015 – Jan 2016	JB 2 Feb 2016 Exec 10 Mar 2016		Lela Kogbara
Estate Services Management	Housing	JB 23 June 2015 Exec 16 July 2015	Sept – Dec 2015	JB 3 Nov 2015 Exec 26 Nov 2015		David Salenius
Scaffolding / Work Platforms	Housing	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015	JB 3 Nov 2015 Exec 26 Nov 2015		Simon Kwong
Impact of Early Interventions in preventing escalation to statutory services	Children's	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015	JB 3 Nov 2015 Exec 26 Nov 2015		Nicky Ralph
Community Energy	Environment and Regeneration	JB 22 March 2016 Exec 21 April 2016	Oct - Feb 2015	JB June 2016 Exec July 2016		Garrett McEntee
Fuel Poverty	Environment and Regeneration	JB 23 June 2015 Exec 16 July 2015	Aug – Nov 2015	JB 3 Nov 2015 Exec 26 Nov 2015		John Kolm Murray
Communal Heating	Environment and Regeneration	JB 6 Oct 2015 Exec 22 Oct 2015	Oct – Jan 2016	JB 22 Mar 2016 Exec 21 Apr 2016		Lucy Padfield
Patient Feedback mini scrutiny	Health	JB 1 Sept 2015 Exec 24 Sept 2015	Sept – Dec 2015	JB 3 Nov 2015 Exec 26 Nov 2015		Julie Billett

**NEW SCRUTINY REVIEWS 2015/16:**

<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>
Smart Cities	Environment and Regeneration	JB May 2016 Exec June 2016	July - Nov 2016			Anthony Akadiri
CCTV	Environment and Regeneration	JB May 2016 Exec June 2016	July - Nov 2016			Simon Kwong
Alternative Provision	Children's	JB June 2016 Exec July 2016	Sept - Dec 2016			Mark Taylor
Capital Programming	Housing	JB 22 Mar 2016 Exec 21 April 2016	June – Oct 2016			Simon Kwong
Responsive Repairs	Housing	JB June 2016 Exec July 2016	Sept - Dec 2016			Matt West & Simon Kwong
Health implications of damp properties	Health and Care	JB May 2016 Exec June 2016	July - Nov 2016			Julie Billet & Simon Kwong
Tax Avoidance	Policy and Performance	JB May 2016 Exec June 2016	July - Nov 2016			Steve Key
Knife Crime and Mobile Phone Theft	Policy and Performance	JB June 2016 Exec July 2016	July - Nov 2016			Catherine Briody



# FORWARD PLAN OF KEY DECISIONS



# ISLINGTON

## **KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 21 APRIL 2016 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 March 2016

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 21 APRIL 2016 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. in excess of £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.	Procurement strategy for the supply of liquid fuels to the Council's vehicle fleet	All Wards	Corporate Director Environment and Regeneration	9 March 2016	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>
2.	Procurement strategy for supported living accommodation for service users with learning disabilities	St George's; Tollington	Executive	10 March 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>  Councillor James Murray, Executive Member for Housing & Development <a href="mailto:james.murray@islington.gov.uk">james.murray@islington.gov.uk</a>
3.	Proposals in relation to services for children with severe and complex needs at Lough Road	All Wards	Executive	10 March 2016	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>
4.	Permanent expansion of secondary schools	All Wards	Executive	10 March 2016	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@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>

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
5.	Procurement framework agreement and contract award to re-develop the site at 52 Tollington Way N7 6QX	Finsbury Park	Corporate Director of Housing and Adult Social Services	10 March 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>
6. Page 104	Award of concession agreement for parking pay-by-phone	All Wards	Corporate Director Environment and Regeneration	14 March 2016	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>
7.	Contract award for refurbishment of passenger lifts at Spa Green Estate and Margery Street Estate	Clerkenwell	Corporate Director of Housing and Adult Social Services	16 March 2016	None	Open	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@islington.gov.uk</a>

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
8.	Additional cost approval report for the construction of 18 new homes and the reconfiguration of the Williamson Street Community Centre with Estate improvement works	Highbury West	Corporate Director of Housing and Adult Social Services	16 March 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>
9. Page 105	Parking Pay by Phone	All	Corporate Director Environment and Regeneration	22 March 2016	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>

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Page 106	10. Contract award for high rise insulation project	Mildmay; Bunhill; Clerkenwell ; Tollington	Corporate Director of Housing and Adult Social Services and Corporate Director Environment and Regeneration	24 March 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>  Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@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> ,  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>
106	Contract awards for Community Mental Health and Wellbeing Promotion Service	All Wards	Corporate Director of Housing and Adult Social Services	25 March 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>

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12	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 April 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>
13	Contract award for the construction of 3 new homes on the land and car park adjacent 24 Morton Road	St Peter's	Corporate Director of Housing and Adult Social Services	11 April 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>
14	Contract award for the supply of liquid fuels to the Council's vehicle fleet	All Wards	Corporate Director Environment and Regeneration	15 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>

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15	Contract award housing support services for single adults	All Wards	Executive	21 April 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jess McGregor <a href="mailto:Jess.mcgregor@islington.gov.uk">Jess.mcgregor@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
16	Contract award for Adult Social Care advocacy services	All Wards	Executive	21 April 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 & Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
17	Adoption of location and concentration of uses supplementary planning document	All Wards	Executive	21 April 2016	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>

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18	Contract award for mental health supported accommodation in Canonbury Lane	All	Executive	21 April 2016	None	Open	George Howard <a href="mailto:george.howard@nhs.net">george.howard@nhs.net</a>  Councillor Janet Burgess MBE, Executive Member for Health & Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
19	Contract award for the supply of gas spares, plumbing and heating materials	Caledonian ; Finsbury Park; Highbury East; Highbury West; Hillrise; Holloway; Junction; Mildmay; St George's; St Mary's; Tollington	Corporate Director of Housing and Adult Social Services	29 April 2016	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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20	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	2 May 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@islington.gov.uk</a>
Page 110	Contract award for the provision of 55 new homes and a new community centre, new amenity space and landscape improvements on Redbrick Estate	Bunhill	Corporate Director of Housing and Adult Social Services	2 May 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>
22	Contract award for vehicle parts	All	Corporate Director Environment and Regeneration	3 May 2016	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 Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>

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23	Article 4 Direction to withdraw Permitted Development Rights for change of use from A1 (shops) to A2 (financial services - estate agents etc.)	All	Corporate Director of Environment and Regeneration	6 May 2016	None	Open	Karen Sullivan <a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>
24.	Contract award for the construction of 4 new homes on the Ewe Close car park	Holloway	Corporate Director of Housing and Adult Social Services	9 May 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>
25.	Richard Cloudesley School site development update	Bunhill	Executive	19 May 2016	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@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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26.	Temporary Accommodation Location Policy	All	Executive	19 May 2016	None	Open	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.	Contract award for housing improvements	All	Corporate Director of Housing and Adult Social Services	1 June 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@islington.gov.uk</a>
28.	Contract award for replacement of communal heating distribution pipe-work and heating equipment at Sanders Way & Bretton House and Newbury House	Canonbury; Hillrise	Corporate Director of Housing and Adult Social Services	20 June 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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29.	Procurement of high level care and support for adults with a learning disability at Windsor Street	St Peter's	Executive	23 June 2016	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 & Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
30.	Procurement strategy for domiciliary care	All	Executive	23 June 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 & Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
31.	Procurement strategy for care home beds for older people at Cheverton Lodge Nursing Home	All	Executive	23 June 2016	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 & Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

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32.	Contract award Community Enablement Service	All Wards	Corporate Director of Housing and Adult Social Services	24 June 2016	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>
33.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 July 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@islington.gov.uk</a>
34.	Contract award for Redbrick Estate district heating renewal	Bunhill	Corporate Director of Housing and Adult Social Services	11 July 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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35	Contract award for mental health intermediate care pathway	All Wards	Executive	21 July 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 & Wellbeing <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>
36.	Contract award for fire safety work to housing street properties	All	Executive	21 July 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@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>
35	Contract award for the construction of 25 new homes, a commercial unit and a community centre on the site of Charles Simmons House, WC1X 0HP	Clerkenwell	Corporate Director of Housing and Adult Social Services	21 July 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>

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38.	Contract award for temporary accommodation	All	Executive	29 September 2016	None	Open	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>
39. Page 116	Contract award for communal heating and ventilation maintenance including responsive repairs and out of hours cover	All Wards	Executive	20 October 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@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>
40.	Contract award for care home beds for older people at Cheverton Lodge Nursing Home	All	Corporate Director of Housing and Adult Social Services	3 January 2017	None	Open	Sean McLaughlin <a href="mailto:Sean.mclaughlin@islington.gov.uk">Sean.mclaughlin@islington.gov.uk</a>

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Membership of the Executive 2015/2016:

<u>Councillors:</u>	<u>Portfolio</u>
Richard Watts	Leader
Janet Burgess	Health and Wellbeing
Joe Caluori	Children and Families
Paul Convery	Community Safety
Andy Hull	Finance and Performance
James Murray	Housing and Development
Zeima Shaikh	Economic and Community Development
Claudia Webbe	Environment and Transport

**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. in excess of £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**

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