



AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held on Monday **19 September 2016 at 7.30 pm.**

(MEMBERS ARE REQUESTED TO NOTE THAT THERE WILL BE A PRE-MEETING IN COMMITTEE ROOM 2 AT 6.30 P.M.)

John Lynch

Head of Democratic Services

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Despatched : 09 September 2016

Membership

Councillors:

Councillor Richard Greening (Chair)	Councillor Martin Klute
Councillor Clare Jeapes (Vice-Chair)	Councillor Una O'Halloran
Councillor Jilani Chowdhury	Councillor Michael O'Sullivan
Councillor James Court	Councillor Alice Perry
Councillor Theresa Debono	Councillor Caroline Russell
Councillor Gary Doolan	Councillor Nick Wayne
Councillor Osh Gantly	Councillor Gary Heather

Substitutes:

Councillor Satnam Gill OBE	Councillor Marian Spall
Councillor Mouna Hamitouche	Councillor Angela Picknell
MBE	
Councillor Dave Poyser	

Quorum: 4 Councillors

A. FORMAL MATTERS **Page**

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

Declarations of interest

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

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

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

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

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

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

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

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

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

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

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

This applies to all members present at the meeting.

4. To approve minutes of previous meeting 1 - 8

5. Matters Arising from the minutes

6. PUBLIC QUESTIONS

7. Chair's Report

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

C. SCRUTINY AND MONITORING REPORTS **Page**

8. Presentation - Executive Member Economic Development

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E.	REPORT OF REVIEW CHAIRS	Page
F.	MONITORING RECOMMENDATIONS OF SCRUTINY COMMITTEES, TIMETABLE FOR TOPICS, WORK PROGRAMME AND FORWARD PLAN	Page
G.	URGENT NON EXEMPT MATTERS	
	Any non-exempt items which the chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.	
H.	EXCLUSION OF PUBLIC AND PRESS	
	To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.	
I.	CONFIDENTIAL ITEMS FOR CALL IN - IF ANY	Page
J.	EXEMPT ITEMS	
	The Public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.	
K.	OTHER BUSINESS	Page

The next meeting of the Policy and Performance Scrutiny Committee will be on 31 October 2016. **Please note all committee agendas, reports and minutes are available on the council's website:**

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Public Document Pack Agenda Item 4

London Borough of Islington

Policy and Performance Scrutiny Committee - 4 July 2016

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 4 July 2016 at 7.30 pm.

Present: **Councillors:** Greening (Chair), Court, Doolan, Russell, Gantly,
Jeapes, O'Halloran, Wayne, Debono and Heather
Also **Councillors:** Watts, Calouri
Present:

Councillor Richard Greening in the Chair

236 **APOLOGIES FOR ABSENCE (Item 1)**

Councillors Chowdhury, Perry, Heather and Hull. Councillor Gantly for lateness. It was noted that Councillor Debono would need to leave before the end of the meeting.

237 **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**

Councillor Angela Picknell for Councillor Jilani Chowdhury

238 **DECLARATIONS OF INTEREST (Item 3)**

Councillor Greening stated that he had was the Council representative on the North London Waste Authority

239 **TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**

RESOLVED:

That the minutes of the meeting of the Committee held on 24 March 2016 be confirmed and the Chair be authorised to sign them

240 **MATTERS ARISING FROM THE MINUTES (Item 5)**

None

241 **PUBLIC QUESTIONS (Item 6)**

The Chair outlined the procedure for Public questions and filming and recording of meetings

242 **CHAIR'S REPORT (Item 7)**

None

243 **MEMBERSHIP, TERMS OF REFERENCE ETC. (Item 8)**

RESOLVED:

That the report be noted

244 **PRESENTATION BY LEADER - COUNCILLOR RICHARD WATTS ON EXECUTIVE PRIORITIES - 2016/17 - VERBAL (Item 9)**

Councillor Richard Watts, Leader of the Council, was present and outlined the Executive priorities for 2016/17.

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

- There were 5 main areas of priority for the Executive as follows –
- Housing – more affordable housing and dealing with the implications of the Housing and Planning Act
- Employment and family support
- Health and social care which is the biggest area of Council funding and under increasing pressure. There is a need to focus more on
- Crime – there need to be more effective focus on dealing with crime and dealing with troublesome families. There is also a need to focus on community cohesion given the rise in hate crime, which is likely to increase after Brexit
- There is a need to maintain the competence of performance in the borough despite rapidly diminishing Government funding. Work needs to continue to transform work/public spaces such as with the Archway gyratory system

The Chair thanked the Leader for attending

245 **REPORT ON YOUTH OFFENDING (Item 10)**

Councillor Joe Calouri, Executive Member for Children and Families, was present for discussion of this item, together with the Director of Children's Services and officers from Children's Services Department.

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

- The Executive Member stated that he welcomed that the Committee had played an important role in the scrutiny review recently carried out in relation to knife crime
- The Committee welcomed the additional £500k allocated to tackle youth crime and the new integrated Gangs Team
- Perpetrators of low level ASB tended to escalate into more organised crime and therefore there is a need to target this
- The scale of the problems are recognised and it is felt that the Police and the Council have a better idea of how to address these issues than in the past and the Youth Council and young people are involved in discussions
- It was noted that Universal youth funding has been protected however there is a need to involve young people in the development of this to ensure what is provided is what young people want to access

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- The Committee expressed the view that it was essential that the additional monies were spent wisely and the outcomes effectively analysed. It was stated that an evaluation framework is being drawn up and to look at where outcomes have been successful
- Programmes in schools were taking place to warn of the dangers of child sexual exploitation and a group has been established to look at methods of dealing with child sexual exploitation involving young people
- A Member stated that she would like to see the work going on in youth hubs to be more ward based and enquired whether there is scope for this in the future. The Executive Member stated that whilst estate based provision is important the youth hubs could provide activities of a specialist nature that could be provided locally and there needed to be a balance of provision provided
- A Member expressed the view that some areas now had no community facilities and that young people did not have the facilities available to access and that particularly in these areas schools needed to play an increased role, particularly where they had S106 community access commitments
- In response to a question it was stated that work will be going on with about 100 of the most difficult young people and work would be done in schools and youth projects. Schools are increasing their involvement with Chance UK and work has been extended to reach more young people. A restorative justice officer will also shortly be taking up their post
- In response to a question it was stated that a future measure of success it was stated that this would be reducing the large number of young people subject to the youth offending service and a better offer to the Courts could reduce the costs of young people in custody
- The Committee stated that they would welcome an update in 6 months on how the additional £500k has been invested given the high priority of tackling youth crime
- Reference was made to the fact that 1:1 interventions were expensive and that any programmes put in place needed to be the appropriate ones. There also needed to be assistance provided, not only to the most prolific offenders, but also to those on the periphery of gangs, and younger siblings of offenders
- The Chair stated that funding should be directed at the areas with best outcomes

RESOLVED:

That a report be submitted in 6 months to update the Committee on the proposals for spending the additional £500k allocated to tackling youth crime by the Council is to be invested

The Chair thanked Councillor Calouri and officers from the Children's Services Department for attending

246

REVENUE BUDGET PROVISIONAL OUTTURN 2015/16 (Item 11)

Councillor Richard Watts stated that he was deputising for Councillor Hull on this item. Steve Key, Service Director Finance was also present.

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

- It was noted that there had been a £2.9 m overspend in the previous financial year 2015/16 and this had been funded from contingency
- There were increasing pressures on the budget due to the rise in the number of people requiring temporary accommodation, and there had been an in year cut in the Public Health budget

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- In addition there had been an increase in the numbers of unaccompanied asylum seekers and an increase in children in social care
- In response to a question as to the overspends in the E&R budget it was stated that one of the reasons for this had been caution from Members in the impact of some of the savings on services and in some other instances costs that were not in the Council's control had increased, such as the NLWA. In addition, there is a need to look at whether the income generation targets set were feasible
- Members noted that the 12 month progress of the Income Generation scrutiny review is due to come to the September meeting of the Committee and that the Committee as part of its work programme for the coming year would wish to focus on projects and income generation being pursued by ICO

RESOLVED:

That the report be noted and that the Committee receive regular reports on ICO projects, as outlined above

247 QUARTER 4 PERFORMANCE MONITORING REPORT (Item 12)

Councillor Richard Watts stated that he was deputising for Councillor Hull in respect of this item. Lela Kogbara, Assistant Chief Executive Strategy and Community Partnerships was also present.

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

- There are increasing financial pressures on adult social services, particularly in the area of sexual health and it was stated that details of the funding and proposals in relation to sexual health would be circulated to Members
- Reference was made to the fact that the organisation of sexual health services across London could be improved and made more efficient. The provision of the service is currently being renegotiated to reduce the spend, without reducing the level of service provided
- The Chair stated that he had discussions with the Executive Member Finance and Performance about revisions to the Performance Indicators and when these were concluded they would be reported to PPS/Scrutiny Review Committees for final approval
- Reference was made to the quality of life measures, outlined at page 69 and it was stated that reductions in funding and the Housing and Planning Act would make this much more difficult to achieve, however there were still a number of measures the Council could take to improve the lives of residents
- There were however significant challenges in the reductions in Adult Social Services funding by 2020 and in the schools budgets
- Members were informed that across all services, Police, Council and health services spending on domestic violence is over £35m per year and that money could be saved if there is an increased focus on prevention. Whilst this is a challenge this could achieve results in the number of multiple children from families taken into care and there needed to be a focus on early intervention in the longer term
- There is also a challenge of education budgets being cut in real terms and this will get worse with the Academisation programme and the proposals around the National Schools formula funding
- Reference was made to the fact that schools were often not fulfilling their S106 agreements to make school facilities available in the evenings. In addition, there is a possibility that RC schools were looking at an Academy model and that often schools did not want to open in the evenings as it costs them money to do so

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- It was stated that it was pleasing that the PI target on accessing alternative therapies in mental health has been met
- In response to a question it was stated that there is enormous pressure on the housing budget in terms of rehousing homeless families which has been made worse by the benefit cap and the reductions in Local Housing allowance. The Leader indicated that a report on local connections re: housing policy has been considered by the Executive recently and that he would circulate this to Members of the Committee
- In relation to progress on the Council's new build housing programme, the Leader stated that new build projects took a while to come on stream and that these were subject to peaks and troughs, however this should be looked at over a 4 year period. He added there is a challenge to deliver because of the loosening of the planning regulations on developers in terms of affordable housing
- Reference was made to the increase in hate crime and that this could rise post Brexit, and that this is being looked at with the Police and that Police action needed to improve. The view was expressed that this issue should feature on the list of priorities at Safer Neighbourhood Panels
- Discussion took place as to the recent attack at the Finsbury Park Mosque and that nobody has still been apprehended for this which is very disappointing
- In relation to ASB this was well above the target figure and there is a strong relationship with youth offending. It was stated that a large number of young people were subject to civil orders and work is being carried out to ascertain if this is appropriate
- In response to a question it was stated that the Youth Offending service now has a new management structure
- It was noted that a relatively small number of prolific offenders were committing a large number of crimes, and many offences were linked to the drugs market. There is a need for local intelligence from the Public to provide data for the Police, especially in hotspots
- There is a need to involve Trident and the Metropolitan Police more in Islington, given the County Lines connections with the drugs market and Islington had not been regarded as a high priority in the past. This issue has now been raised with the Mayor of London in order to get more resources for tackling this
- Reference was made to the fact that residents were often afraid of reporting crimes, intelligence etc. due to fear of reprisals. In addition there is a need to build up trust between the Police and residents on the sharing of information
- In response to a question as to the number of children missing in care and it was stated that this information is regularly reviewed at Corporate Parenting Board. The majority of unaccompanied children in care were Albanian young men but there is not widespread problem of children going missing in Islington and children tended to go missing overnight and usually not for longer periods

RESOLVED:

- (a) That the Chair be requested to circulate the draft revised PI's agreed with the Executive Member Finance and Performance to Members of the Committee when these are available
- (b) That the Police be invited to the September, November and March meetings of the Committee to discuss the crime statistics in more detail

The Chair thanked the Leader and Lela Kogbara for attending

248 **USE OF AGENCY STAFF (Item 13)**

Councillor Richard Watts, Leader of the Council and Debra Norman, Assistant Director HR and Governance was present for discussion of this item and outlined the report.

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

- The Leader stated that the percentage of agency staff had reduced from 14.5% of the workforce to 13.3% of the workforce and the intention is to reduce this to 11.5% with a long term vision of 10%
- The biggest area of agency staff employment is Housing and Adult Social Services particularly the need to employ care staff to provide cover in the event of sickness, leave etc.
- It was noted that the Council as an employer paid significantly more than other care providers with the LLW
- A Member enquired the length of time that agency workers were employed for as the Committee had seen instances in the past of some agency staff being employed for 5 years. In addition a number of agency staff had been employed for long periods, particularly BME staff, and if agency staff had to be employed for this length of time then they should be a permanent member of staff
- The Leader stated there were 3 main areas that used agency/temporary staff – Housing repairs, E&R and social care
- The Leader requested the Committee to note that the figures in relation to Public Health were slightly misleading given the few numbers of staff employed there
- Members of the Committee expressed concern that they still felt that the number of agency/temporary staff is too high and the Leader responded that whilst recognising further reductions needed to be made, the numbers had fallen whilst numbers were rising in the rest of London

RESOLVED:

- (a) That future reports include details of the grades, department and length of time that agency/temporary staff, (including where services have been brought back in house) have been employed for so that the Committee can monitor this to ensure numbers are decreasing
- (b) That the Committee continue to monitor the situation with regular reports to the Committee, and these be referred also to Audit Committee

249 **APPROVAL OF SCRUTINY TOPICS 2016/17 - VERBAL (Item 14)**

Discussion took place as to the scrutiny topics for 2016/17. A list of possible topics was laid round by Councillor Doolan.

Following consideration it was -

RESOLVED:

- (a) That the following scrutiny topics be approved –

Policy and Performance – No specific topic at present but increased focus on the work of ICO and on crime statistics. Ad hoc task and finish topics may be added during the year at the discretion of the Committee which could include a focus on Domestic Violence and the impact on families and Job Centre Plus

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Children's Services – Post 16 Education, Employment and Training plus one off topics on the following –

The impact of school funding changes

The shortage of school place

The Prevent strategy and youth radicalisation

The Educational attainment of BME pupils and white working class boys

Health and Care – Access and Effectiveness of IAP and possible alternative arrangements

Environment and Regeneration – Regeneration of Retail Areas plus one off topics on the following –

Progress of installation of PV solar panels on Council buildings

Use of BBQ's in open spaces

Promoting use of electric vehicles

Flood preparedness

Housing Services – Housing services for Vulnerable People

(b) That the Chief Executive be invited to the next meeting of the Committee for discussion of the item on ICO

250 **MONITORING REPORT (Item G)**

RESOLVED:

That the report be noted

The meeting ended at 10.15p.m.

CHAIR

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Report of: Executive Member for Finance, Resources and Community Safety

Policy & Performance Scrutiny Committee	Date: 19 September 2016	Ward(s):
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Delete as appropriate	Exempt	Non-exempt
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If part of the report is not for publication because it contains exempt information under Schedule 12A of the Local Government Act 1972) (see Appendix 5 to the Constitution), create a separate appendix for the exempt information (further guidance follows at the end of the template) and insert the following wording here:

SUBJECT: Income Generation update 2016

1. Synopsis

- 1.1 This report provides an update on the work programme for Income Generation and Commercialisation activity within the Council over the last year. The report considers progress against the key recommendations made by the Scrutiny Committee in 2015 and provides a commentary on the challenges that have faced staff in delivering against this challenging agenda.
- 1.2 The Council's Medium Term Financial Strategy (MTFS) has always included income targets within its scope. In recent years, given the financial challenges that the Council has faced, and in company with many other councils, Islington has sought to develop a far more commercial approach. This approach is focussed on generating additional income to help protect vital frontline Council services. This has meant Income targets in the MTFS of up to £3m for the period 2017/18 to 2018/19.
- 1.3 The overall experience and key messages that are emerging from the work of the last 18 months or so are that generating additional income does not happen overnight. That there are many organisational and cultural issues that need to be addressed. There is a limited pool of people, with the right skills available. Income expectations have sometimes exceeded the organisations ability to deliver and the Councils overall risk appetite is limited. In addition to this the Councils present pay and reward structures do not specifically incentivise staff to come forward with ideas especially in the face of their existing challenging workload. Despite the above some reasonable progress has been made.

2. Recommendations

- a) To note the progress made following the initial Scrutiny Review of 2015.
- b) To consider the broader issues raised in this paper and consider how the council might best respond to them.
- c) To receive a further update in 12 months' time.

3. Background

- 3.1 The Council has income generation targets of £3m between 2017/18 and 2018/19 in addition to savings already built into the MTFS and through existing departmental activity.
- 3.2 Whilst this will be difficult it has increased its efforts to find new ways to generate income, either by expanding our existing commercial operations, or looking for new services that we can sell.
- 3.3 In 2015 the Policy and Performance Scrutiny Committee made a number of recommendations, attached as **Appendix A**, that were responded to as part of the Executive Response in January 2016. This report seeks to develop that narrative and cover what we have done since. A high level summary of progress against these is set out below:
 - The governance arrangements through the Commercial Board are now fully embedded with a clear four stage assessment process. This includes a Business Planning Framework through which new ideas are assessed.
 - We have an established training and development package on Business Development that includes a sales and marketing plan and have supplemented our support with an experienced Commercial Director on a part time basis.
 - The Councils trading company iCo has now been fully established and is trading in a small number of sectors namely:
 1. Commercial Waste (185k to July 2016)
 2. Memorials (60k to July 2016)
 3. HR/Payroll/Pension services (33k projected for 2016/17) and;
 4. Trees (25k projected for this financial year)
 - We have continued to work closely with our Planning department and secured a number of sites to move forward digital advertising in the borough and now have an adjusted MTFS target of 100k. This has been challenging and raised issues in terms of planning policy that we have not always been able to address; this type of conflict was raised in the initial scrutiny.
 - Thematic areas recommended by the Committee continue to be or will be explored by the Commercial Board as part of its work programme. However, the council continues to prioritise those areas that are in a position to consider commercial options sooner rather than later and those that have the potential to deliver big returns.
 - Staff Incentivisation options have been considered and reviewed by The Corporate Management Board (CMB). Subsequently a work stream has been added to develop a pay and reward strategy that is more inclusive across the council and not just for those that can access commercial opportunities.

4. The Commercial Board approach

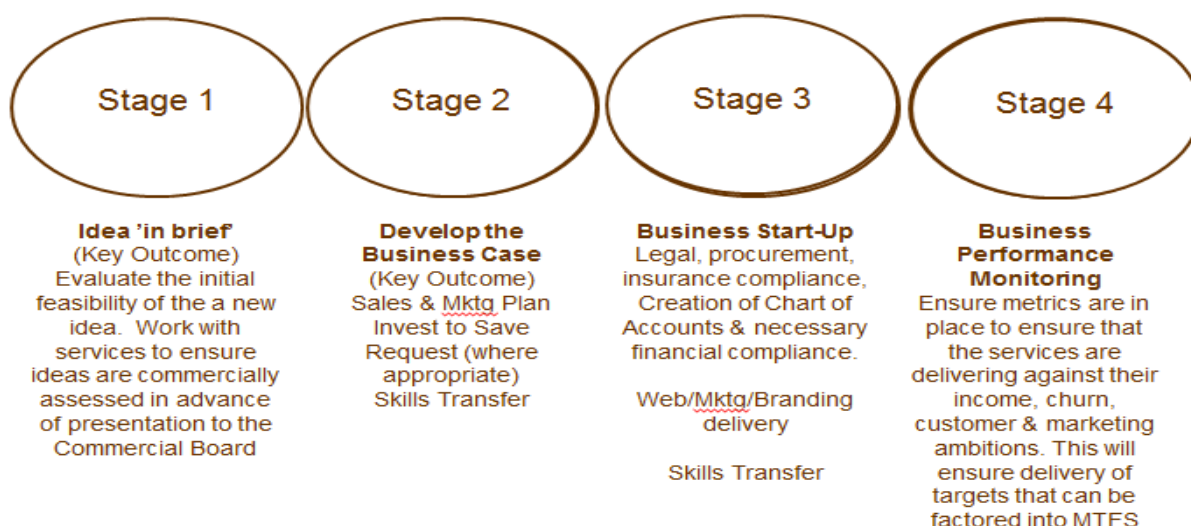
4.1 The Commercial Board is continuing to lead the council's efforts to become a more commercially focused organisation that looks to generate revenue wherever possible. Examples of this include: -

- Selling rooftop space to telecoms providers
- expanding our Pest Control Service to private residents and commercial properties
- Our Registrars Service selling advertising space for wedding venues through their Say I Do website and their new Joint Citizenship and Passport Application Checking Service.

4.2 Other proposals are being worked up into business cases that the Commercial Board will review. These are outlined in **Appendix B**

5. Governance

5.1 Commercial board has continued to provide governance and maintain central oversight of all commercial opportunities. Underpinning this is a four stage process aimed at providing support to develop ideas and provide a mechanism for continued monitoring.



5.2 Going through the process with managers has helped them gain a better understand of the issues they will face in terms of which customers they are targeting, understanding their costs and pricing model, comparing themselves to their competitors, and knowing what investment they will need to get their new venture they are trying to create up and running.

5.3 It also enables the council to control the risks, both financial and reputational that is involved in trading commercially, and makes sure that the venture has the support it needs to give it a good chance of success.

5.4 A copy of the business case template is attached at Appendix C

6. Engagement

6.1 Work has been done to proactively engage staff, using internal communication channels, in order to encourage new ideas that may have commercial potential. Appendix D is a Friday Feature sent in June. Examples of Ideas put forward included;

- Using our expertise in housing to offer management of private and housing association leasehold schemes.
- Marketing our Repairs service externally
- Making use of our centres around the borough as venues for hire outside of operational hours
- Selling training and consultancy across the range of services we provide to other LA's or private organisations.

6.2 In addition to the above we have piloted a Commercial Awareness Training programme with delegates across LB Islington, Sutton & Ealing aimed at developing skills around commercial and financial awareness. This has proved successful with delegates and we are now currently looking at offering this more widely to help develop a cultural shift in how we operate.

6.3 Whilst the above is an encouraging start, work is still required to embed the commercial mind-set we aspire to and the council recognises the need to revisit our approach in some areas to gain more buy in from across the organisations staff. Broadly over the coming months we will be:

- Working with Communications to revisit an engagement plan for Islington
- Revisit incentives model for ideas/delivery of ideas
- Revisit model for Commercial Champions
- Roll out the commercial awareness training to the next tranche of staff, focusing on those areas where this is little progress on emerging ideas.

7. How do we compare?

7.1 Most other councils are also making efforts to increase their commercial activity, and different approaches are being taken.

7.2 Councils with a higher risk tolerance are for, example,

- Buying property, both residential and commercial, to rent out, sometimes through joint ventures with the private sector - effectively becoming a buy to let landlord
- Running lotteries
- Buying up other companies wholesale where there is a strategic alignment with one of their existing trading services

7.3 One council, for example has a stated aim of generating sufficient funding from commercial ventures so as to be able to cease charging council tax to residents by 2023.

8. Barriers and Challenges:

Understanding and accepting the trade-offs.

8.1 There are some significant trade-offs that need to be considered and agreed as part of our approach. These are;

- **Giving support and services to other organisations free of charge.** There are several services we provide to other organisations in Islington that we do for free, where some other councils charge for the services.
- **Conflicts with other council policies.** For example, we could secure some significant income in the borough through advertising, either on our website, our vans or on our highways. However this can conflict with other council policies, such as our planning policy.
- **Our cost base.** Very often we cannot compete on price, and therefore need a strong unique selling point to convince potential buyers that we are worth paying the extra for. This means trading on reputation and quality.
- **Flexibility and ability to scale up quickly.** Our governance structures are not best suited to a commercial environment where at times we may need to move rapidly to win work. While we need to keep some control to make sure we are managing the risk, we need to be able to move quickly to secure resources that are needed to operate.
- **Being clear about risk appetite.** Just as some businesses fail in the private sector, some of the ventures we launch may not be as successful as we would like them to be. Most of the services we offer will have an upfront investment cost that we may not recover. The business case process will help us to manage that risk, but not eliminate it. Even successful business may lose money in the first years of trading until the customer base increases and the venture starts to make a profit.

9. Staff Implications

9.1 Operating commercially puts many of our staff into a completely different position where we want them to actively think of ways to sell their service and develop new skills, e.g. sales and marketing, using profit and loss accounting and meeting financial targets

9.2 At the moment we have no way of incentivising these staff financially for this new way of working, which in some cases will mean more work and increased pressure for some individuals. Many private sector companies will have a bonus scheme for their workers.

9.3 Whilst we recognise that there are other non-financial incentives we could offer, these would need to be strong enough to motivate staff to embrace this new role and give the business the best chance of success as possible.

9.4 At the moment some staff are being charged with making savings from their services at the same time as reducing costs. We will need to give some consideration to how we balance this going forward, and whether we can help incentivise commercial activity by protecting the service from savings targets for a period to allow the commercial operation to become embedded.

10. Conclusion

- 10.1 We have made reasonable progress in terms of developing an approach to Income Generation and Commercialism. We have established good governance arrangements through the Commercial Board have agreed a number of business cases and have a long list of potential future opportunities to investigate.
- 10.2 The report sets out the challenges and barriers that we face in both developing ideas and making them happen. This has meant slower delivery than originally anticipated but we have learnt important lessons along the way.
- 10.3 The support of a Commercial Director albeit on a part time basis has been an important component in getting us to where we are particularly with the business planning process.

11. Implications

11.1 Financial implications:

Detailed financial implications will be included as part of the report for any approved project taken forward.

11.2 Legal Implications:

Any legal implications will be included within the relevant reports.

11.3 Environmental Implications:

There are no environmental issues.

11.4 Resident Impact Assessment:

A Resident Impact Assessment will be completed and included within the relevant reports for approved projects where applicable.

Signed by: Kevin O'Leary
Corporate Director Environment & Regeneration



Date: 7 September 2016

Appendix A

Recommendations

1. Current Income Generation Proposals

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

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

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

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

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

2. Future Income Generation opportunities

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

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

- Selling of a range of existing services as set out in the Executive summary e.g. caretaking, grounds maintenance, building maintenance services to schools, pest control and Telecare. (This is not an exhaustive list and the Committee request that officers undertake wide ranging review of all opportunities) and that there may be opportunities to package a range of services to make them more competitive
- Investigate whether Local Housing Management Services could be offered to RSL's
- Receiving and securing courier deliveries and allowing access to utility companies for residents for a fee
- Working with other Councils

- Encouraging commercial events in the Borough e.g. markets, ice rinks etc.
- Wider use of sponsorship and advertising
- Sharing of services with other boroughs/organisations
- Alternative models e.g. the consideration of Co-operatives or Mutuals
- Extension of heat and power schemes and consideration of additional heat and power schemes throughout the borough
- Further use of remote working and 'hot-desking' for staff to free up office accommodation and to consider whether additional savings can be made in this regard
- Introducing the concept of Local Development Orders to shorten the planning process
- Review all services that have or come back 'in house' to ascertain whether there are any additional income generation opportunities that can be pursued
- Call out services/other services that could be offered to leaseholders
- Out of hours service to landlords – this could be marketed through the 'in house' lettings agency
- The selling of services provided by the 'in house' repairs team to Partners, RSL's and private residents and, if the scaffolding scrutiny review, currently being undertaken by the Housing Scrutiny Committee recommends an 'in house' scaffolding team, assess whether there is a business case for marketing this service. It should be noted that there will be 'peaks and troughs' in demand for work, which will necessitate some use of agency staff, however we feel that in the longer term this could be managed effectively, both in resource and financial terms, when the 'in house' employment agency is established.

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

3. **Becoming more commercial**

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

- Invest in staff training to develop commercial awareness and skills within the organisation
- Complete a skills/expertise audit across the Council to determine what other services could compete in the market place
- Develop a means of incentivising staff to generate commercial ideas for the Council, for example, through a competition
- Develop clear policy and guidelines for the use of parks and public spaces for events, such as ice rinks and farmers/Christmas markets
- Develop a financial accounting process that assesses the business case for

trading a particular service and subsequently that reports profit and loss for services participating in commercial activity

- Develop a performance framework, governed by the Commercial Board to measure progress of the Council becoming more commercial
- Effectively publicise and market the services that the Council offers in order to maximise income generation opportunities
- Utilise the trading company and recognise what other services could be placed in the trading company to enable greater flexibility for services to generate profit

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

4. **Considerations**

4.1 **The Committee request the Executive to endorse that –**

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

Appendix B – list of current ideas being explored

- Architects Service
- Education Library Service
- Trading Standards - Selling advice to Business
- CCTV monitoring services
- Further Leisure Centre improvements – (requires Capital)
- Graffiti Removal Service
- Reworks textile recycling service – possible partnership opportunity
- Housing Property Company
- Increase income from s106 and unilateral undertakings work.
- Generate additional income from non-Islington schools.
- Increase income across the Chief Executive's Department e.g. NHS, Print, NRPF, grants, s106.
- Pre-application Income.
- Design Review Panel Income.
- Special Planning and Transport Income.
- Consultancy Services.
- Review of Adult Social Care Fees & Charges.
- Reviewing Telecare provision and charges.
- Energy Advice
- Print Services
- Communications
- Wireless Concession - Roof Tops/Radio Network
- Advertising – Website, Parking tickets, Vehicles
- Intellectual Property assets
- Advertising on Parking Tickets
- Islington Branding - T-Shirts, Pillows etc.
- Service Donations
- HR Services
- ICT Recruitment
- Sell our employees' skills to other organisations
- Islington Lottery

Appendix C – Business Case template

Outline of any invest to save or iCo/trading venture elements

Overview of anticipated growth (income/expenditure -> surplus) including payback point

Outline of sales and marketing approach

[Example table]

	16/17	17/18	18/19	19/20	20/21
Income					
Expenditure					
Net Surplus					
Cumulative					

1. Background

1.1 Islington Context

1.2 Wider Business Context

1.3 Business Objectives

2. Market Analysis

2.1 Overview of Existing Service

2.2 Current Income and Customer Mix

Internal Customers	Annual Income 14/15	Annual Income 15/16	Target Income 16/17
Total			
External Customers	Annual Income 14/15	Annual Income 15/16	Target Income 16/17
Total			
TOTAL INCOME			

2.3 Existing Financial Performance

[Example table]

	Internal	External	Total
Total Income 15/16			
Direct Employee Costs			
Indirect Employee Costs			
Premises Costs			
Transport Costs			
Supplies & Services			
Contractor payments			
Gross Direct Expenditure 15/16			
Surplus/Deficit before CO			
Corporate Overheads			
NET SURPLUS/DEFICIT			

Comment on existing or future debt management

2.4 Current Routes to Market

2.5 Existing and Proposed Team Structure

Organisational chart

Outline of any new posts (including recruitment, incentivisation, I&d etc.)

2.6 SWOT Analysis of Existing Operation

Strengths	Weaknesses
Opportunities	Threats

2.7 Competitor Analysis

Accompanying 'Competitor Analysis'

Our offer compared to competitors

Advantages	Disadvantages

Comment on market impact

3. Income Projections

3.1 Costs

Type	Set up/delivery	Cost (expected)

3.2 Investment Appraisal

Accompanying 'Invest to Save' document

Sales forecasts

Profit and Loss Profile/Income Projections – year on year payback analysis with costs and benefits incorporating net present values

3.3 Net Present Value Table

Year	Cash Out	Cash In	Increase In resource costs	Net Cash Flow	Discount*	NPV
16/17						
17/18						
18/19						
19/20						
20/21						
Total						

*Assuming 3.5% discount factor

Return on Investment (ROI)

3.4 Budget Integration

Budget integration and monitoring

4. Sales Approach

4.1 Customer Segmentation

Accompanying 'Customer Analysis'

Outline summary of analysis

4.2 Increasing the Range of Services

[Example table]

Service	Description	Status

4.3 Increasing income

(Through any other means)

4.4 Sales Strategy through iCo

(If relevant)

5. Marketing Approach

Customers	Sales and Marketing Approach	Potential Tools

Marketing Approach principles

Describe full marketing approaches with steps necessary to achieve

6. Other Issues

6.1 Key Risks

Impact		
	Likelihood	

Describe top 3 risks and mitigation efforts

6.2 Additional Considerations

Scope/proposed timescales; assumptions; other department (HR, ICT, Legal etc.)

Appendix D

Fancy yourself as the next Richard Branson? The council needs you!

Early last year we published a *Friday Feature on Thinking Commercially*, introducing how we as a council are taking a different response to budget cuts, turning to income generation to help protect essential services. Almost 18 months on, we look at how this has evolved and the role of the Commercial Board in supporting services to bring their ideas to life and drive us to become more commercial. Plus, how you can contribute your ideas!



So what has happened in the last year?

The Commercial Board was set up to explore new ways of generating income for the council. It has supported a number of commercial ventures to get off the ground, helping generate an extra £700k income a year. Our trading arm, iCo, was also set up to provide more flexibility in selling new and existing services to different markets.

Of course, some services were commercial well before the inception of the board - Children's Services, Legal Services, and Highways and Energy Services have been offering paid for services outside of the council for years. However having a council wide board helps us to pull these ideas into one place and think differently about what we have to offer and how we can sell it.



Several services have already brought forward great ideas to the board and are now in the process of growing their business and generating income. Some examples include:

Commercial Waste

The [Commercial Waste](#) service offers competitively priced waste and recycling collection services to businesses in Islington. After taking their business case to the Commercial Board, investment was given to allow the service to expand to operate outside of Islington, which is expected to generate a £500k growth in income. In addition, a suite of new products and services will be launched in 2016/17, incorporating clinical waste, confidential waste and a commercial graffiti removal service to generate further income.

Trees Service

The Trees Service is currently working with the board to develop a bespoke consultancy service that will bring in an additional £150k in income. Manager Jake Tibbetts says:

“The Tree Service has been generating income by providing bespoke services for external clients such as the City of London, the London Wildlife Trust and Epping Forrest. The Commercial Board process has helped me clarify what the next stages are in growing the business. It has been both an interesting and challenging experience developing a service that competes with the private sector.”

There are many more commercial ventures underway. The **Cemeteries Service** now trade through iCo offering a range of products and services, which include memorial sales, beyond their usual burial services; **Print Services** is another department looking at opportunities and is currently bidding to handle print for other organisations; and the **Pest Control Service** is expanding their service to include private residents and commercial contracts to local businesses.

In addition to expanding services there are also ventures looking at how we maximise our assets, **Property Services** are looking at ways to rent out buildings in areas such as Old Street, where demand and market rent is high; and **Wi-Fi and wireless initiatives** are also underway to assess the commercial use of our street

furniture, council owned rooftops and radio networks that all have value to companies, such as mobile operators.

Kevin O’Leary, Corporate Director of Environment and Regeneration and Commercial Board Chair:

“We are really starting to think creatively about how we can generate extra income and I am sure there are more opportunities. We have many assets – including our buildings, our equipment, and most importantly our staff – and I’m sure if we put our minds to it we can develop many more new ideas.”

I have an idea – what do I do?

Firstly, speak to Wayne Woodrup in the Corporate Transformation team on **020 7527 1913** or email wayne.woodrup@islington.gov.uk. You don’t need to worry too much about the detail at this stage – just tell Wayne how you think we can generate extra income! He will talk you through the process and tell you what you need to consider. There are also some top tips on our [izzi](#) pages.

If we think your idea has legs we will help you to develop a business case, bringing in skills and expertise from across the council. This will include a financial assessment and help you think about how you can sell your product and who your customers would be.

The business case will then be considered by the Commercial Board who will make sure that the case stacks up – you may be able to get a small investment to get it off the ground. And it’s not like Dragon’s Den – it’s much friendlier!

We want to give you the best chance of succeeding, so the commercial team will help you along the way to avoid any legal or financial pitfalls and help you with marketing and sales.

How else can I get involved?

There will be a ‘commercial awareness’ training programme and we will also be running workshops where you can bring your ideas and discuss them with your colleagues – you may even have complementary services that you can sell together.

We will be publicising more opportunities to get involved and bring forward your ideas in the upcoming months, so keep an eye out in ICbulletin or check our [izzi](#) pages for more information.



Report of: Performance & Policy Scrutiny Panel: Crime & ASB			
Meeting of	Date	Agenda Item	Ward(s)
Performance & Policy Scrutiny Panel	19th September 2016		All

Subject: Crime and Anti-Social Behaviour Summary

1. Synopsis

- 1.1 This report provides an update on crime and anti-social behaviour across the borough of Islington with comparisons to neighbouring boroughs.
- 1.2 The report provides information on:
 - Crime and Anti-Social Behaviour performance
 - Comparisons with other neighbouring boroughs
 - Sanction detection rates

2. Recommendations

- 2.1 The Panel is requested to note and comment on:
 - MOPAC7 Performance
 - Increases to Violence with Injury and Hate Crime offences
 - The new Police Crime Plan

3. Background

- 3.1 This summary reports on current crime and anti-social (ASB) performance across the borough of Islington. It covers comparisons over the past two 12 month rolling periods, makes comparisons with neighbouring boroughs and looks at sanction detection rates.

The Mayor’s Office of Policing and Crime (MOPAC) currently monitors the figures for seven neighbourhood crimes in London (MOPAC7): burglary, criminal damage, robbery, theft from a motor vehicle, theft from a person, theft of a motor vehicle and violence with injury. Compared to the 2011/12 baseline year, there is a target to make a 20% reduction of these crime types by the end of the financial year. This report refers to these targets.

The Deputy Mayor for Policing & Crime Sophie Linden recently talked about the new Police & Crime Plan. It's likely to have a headline focus on victims, vulnerability and reducing inequality across London, and will describe five priorities:

- neighbourhood policing - knowing and understanding London's communities, with a specific commitment to numbers of dedicated ward officers, plus describing what every Londoner can expect from their local Met
- keeping children and young people safe and feeling safe
- tackling violence against women and girls
- tackling hate crime, extremism and terrorism
- the criminal justice system in London, with a bid for more devolved control of it

4. Crime and Disorder in Islington

See Appendix A Figure 1

- 4.1 There were 27,892 total notifiable offences between August 2015 and July 2016, representing an increase of 1.0% compared to the previous 12 month rolling period, peaking in July 2016. The MET Police recorded a 3.5% increase during this period.
- 4.2 Sanction detection* rates have increased from 16.9% for the 12 month rolling period ending July 2015 to 18.4% for the 12 month rolling period ending July 2016.
- 4.3 There has been a 4.8% decrease in MOPAC7 crime types in the period between August 2015 and July 2016 compared to the previous 12 month rolling period. This decrease has been driven by decreases in 'theft person' offences (14.1% reduction), 'Theft of Motor Vehicle' offences (a 17.8% decrease), 'burglary' (a 3.9% decrease) 'criminal damage' (a 1.3% decrease) and 'robberies' (a 12.6% decrease). There has been an increase of 2.7% in 'theft from motor vehicle' offences and an 11.1% increase in 'Violence with Injury' offences.
- 4.4 There has been some good performance under the Violence against Women and Girls outcomes in Q1 2016-17. In terms of the MARAC, although 12 month rolling data indicates the number of repeat victims referred to MARAC is still under the target, positive performance has been identified in Q1.

Key improvements include changes to the repeat/review process for cases in 2016-17, an increase of referrals from the police and reviewed membership and attendance to MARAC meetings.

Over the last quarter there has been an increase in the number of referrals made to the DVPPP, resulting in this indicator currently being on target.

Low sanction detection rates around domestic violence mirror pan-London trends.

- 4.5 Anti-social behaviour related reports to the police, has decreased by 6.9% across the borough, a reduction of 470 reports, compared to the previous 12 month rolling period. Good progress has been made with the key MOPAC outcomes for ASB.
- 4.6 There was a multi-agency timetable of events for a week of action on 18th July around street population and begging. Longer term analysis looking at ASB across the borough has been completed informing the MAGPI steering group.

The Community Risk Panel provides an opportunity to offer support to partners with the identification of vulnerable victims of ASB (and repeat callers about ASB) and a multi-agency problem-solving approach to drawing up risk management plans for each individual. During Q1 52 people called the police/council on ten or more occasions during a rolling 6-month period (same as at Q4 last year). During Q1 there were 9 referrals to the Community Risk MARAC which is in line with the quarterly target.

- 4.7 Overall there has been a 10% increase in Hate Crime incidents across the borough during the period between August 2015 and July 2016 compared to the previous 12 months. There have been increases in disability hate crime, domestic abuse hate crime, faith hate crime, homophobic hate crime and a small decrease in transgender hate crime. Racist and religious crime has increased by 14.7% compared to the previous 12 months.
- 4.8 There has been an 11.5% decrease in 'Burglary Dwelling' offences compared to the previous 12 month rolling period, while there has been an 8.1% increase in 'Burglary in Other buildings' compared to the previous 12 months.
- 4.9 'Violence against the Person' has increased by 13.2% compared to the previous 12 month rolling period and Sexual Offences have increased by 8.9% (an increase of 41 offences) compared to the previous 12 month period. Notably 'Wounding GBH' offences have been increasing over the past two years. There has been a 14% increase in the 12 month period between August 2015 and July 2016 against the previous 12 month rolling period.
- 4.10 Whilst overall knife crime has shown a small decrease (a reduction of 10 offences), knife crime with injury has shown an increase of 11 offences compared to the previous 12 month rolling period. Gang activity and tensions across the borough is likely to be contributing to this.
- 4.11 There has been a slight improvement in Serious Youth Violence in quarter 1 of 2016/17.

The Council leadership is hosted a youth crime away day in July that aimed to review the borough's youth crime strategy in order to improve the partnership's response to safeguard and reduce offending among young people in Islington. The council has also invested new funding to address the high levels of youth crime in the borough and there is a commissioning strategy in place for this funding over two stages.

The IGT meanwhile is still in its early stages of delivery and we have seen positive signs of impact, including on the reoffending rate of the 18 – 24 cohort through the key working offer of the team.

5. Crime and Disorder in Islington compared to MPS, Hackney and Camden

See Appendix A Figure 2

- 5.1 Figure 2 shows the percentage changes of different crime types over the last two 12 month rolling periods for Islington, Camden, Hackney and the entire MPS.
- 5.2 All three boroughs along with the MPS show a general trend where hate crime offences have increased in the current 12 month rolling period compared to the previous 12 month period. There are a number of possible factors that may have caused this increase, including increased reporting and events such as BREXIT and terrorism attacks.
- 5.3 All three boroughs recorded increases in 'Violence against the Person' and 'sexual offences', and decreases in 'robbery' offences.
- 5.4 While the entire MPS recorded an 8.9% increase in 'theft of motor vehicles', Islington recorded a 17.8% decrease. This is of particular significance due to the historical number of stolen mopeds used in theft snatches.

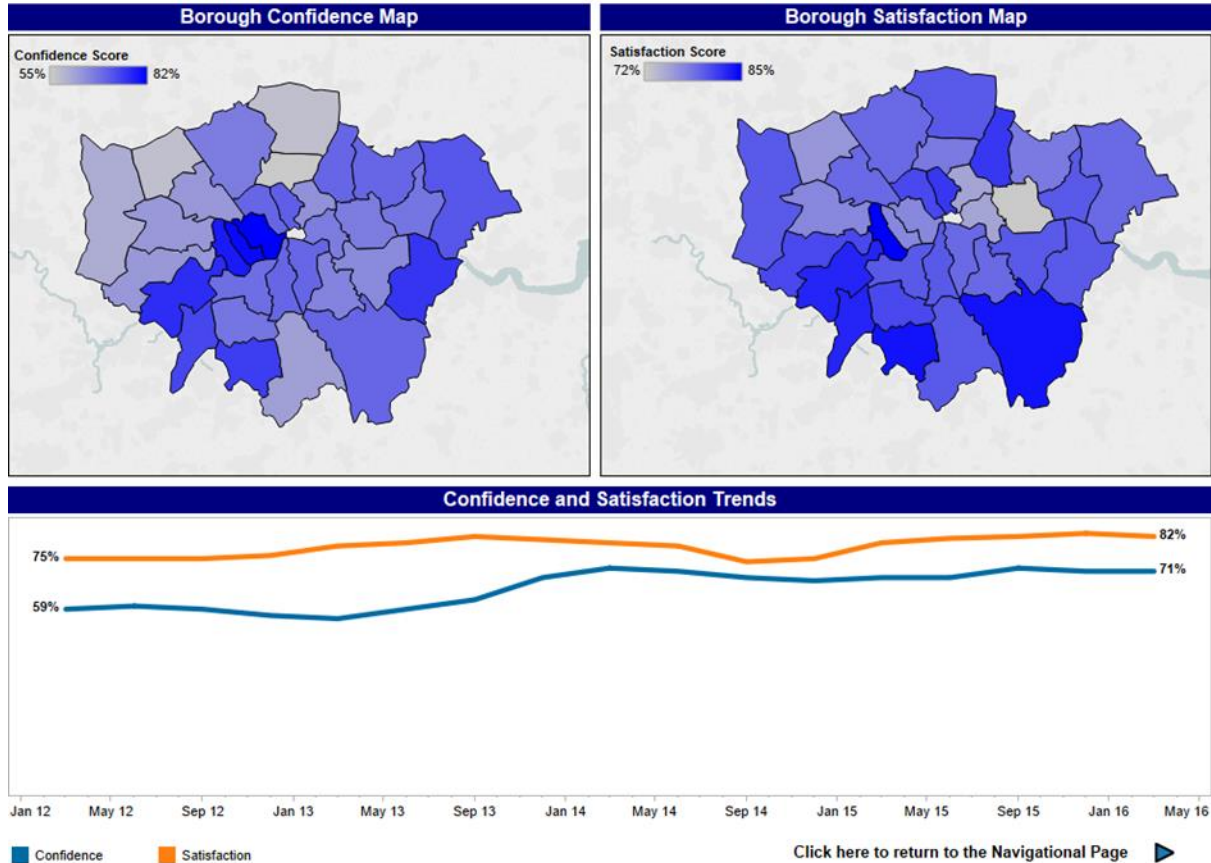
6 Confidence and Satisfaction of the Metropolitan Police Service in London

See Appendix A Figure 3

- 6.1 Both confidence and satisfaction with the Metropolitan Police service in Islington has increased from the beginning of the 12 month period. Confidence has increased from 59% in April 2016 to 71% in March 2016 and satisfaction has increased from 75% in April 2016 to 82% in March 2016. The map below shows how Islington compares to other boroughs.

Choose Borough
Islington

Choose Period
Mar 16



7 Crime and Disorder in Islington with sanction detection rates over the past two 12 month rolling periods

See Appendix A Figure 4

- 7.1 As at 4th September 2016, there has been a 15.9% increase in ‘domestic violence with injury’ offences recorded in the current 12 month rolling period compared to the previous 12 month rolling period. This could be due to increased reporting or better flagging from those recording the crime. Non-domestic abuse has increased by 6.0% compared to the previous 12 month rolling period. Sanction detection* rates have remained similar over the past two periods, where domestic abuse sanction detection* rate is higher (39.5%) than non-domestic abuse offences (24.7%).
- 7.2 Gun crime, although proportionally low, has increased from 38 offences to 73 offences from the previous 12 month rolling period with a sanction detection rate of 13.7% compared to the previous 12 month rolling period where it was

52.6%. This again may be caused by increased gang activity across the borough.

- 7.3 While the total number of 'burglary in other building' offences has increased by 7.6% since the previous 12 month rolling period, sanction detection* rates have increased from 8.3% to 13.2%.
- 7.4 Mobile phone robbery has shown a 15.7% decrease against the previous 12 month period, although sanction detection rates remain low at 3.6% possibly because mobile phones have been easy for offenders to conceal and dispose of.

Appendix A

Figure 1 – Crime and Disorder in Islington percentage changes over the last two 12 month rolling periods

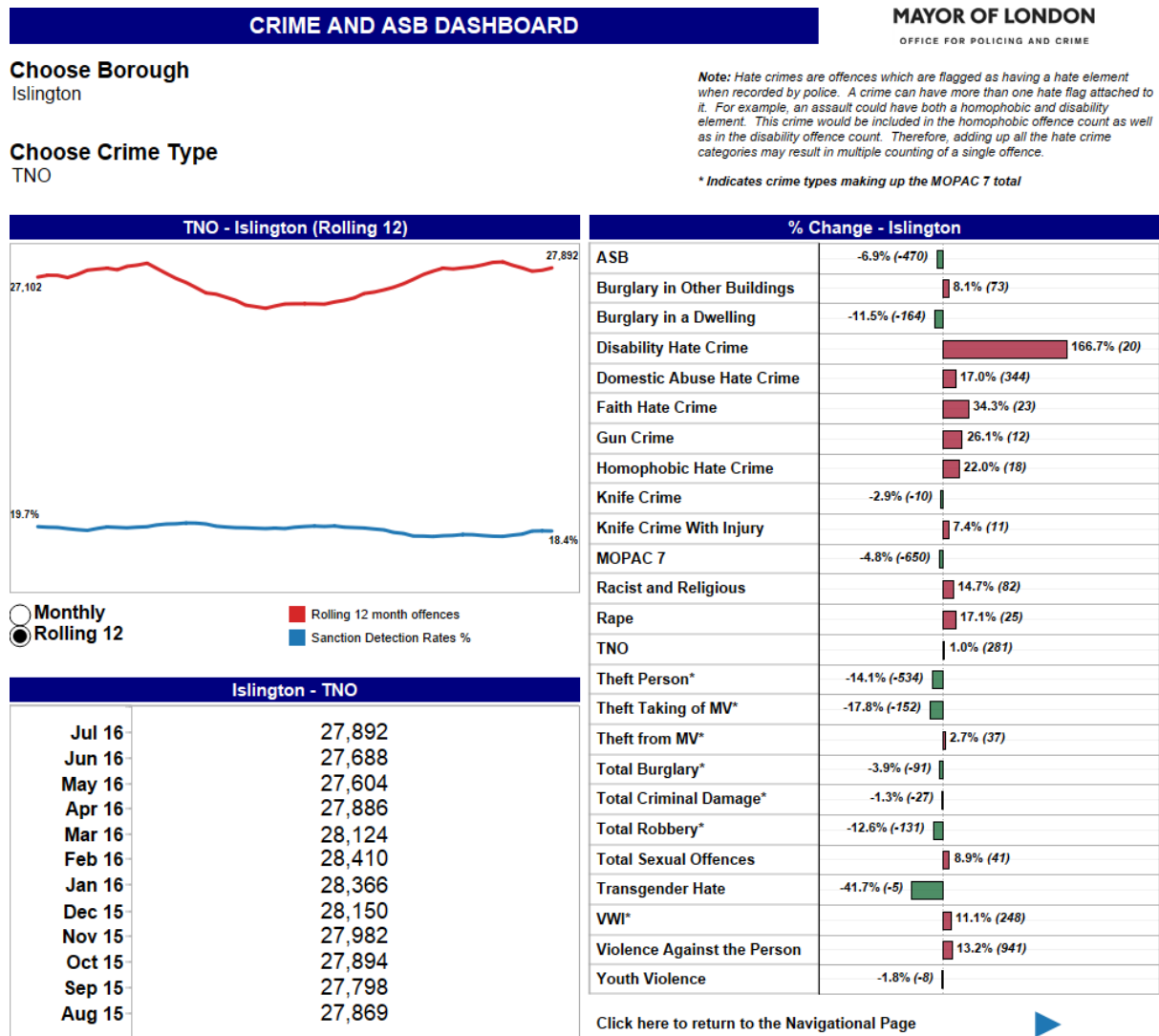


Figure 2 – Crime and Disorder in Islington compared to MPS, Hackney and Camden

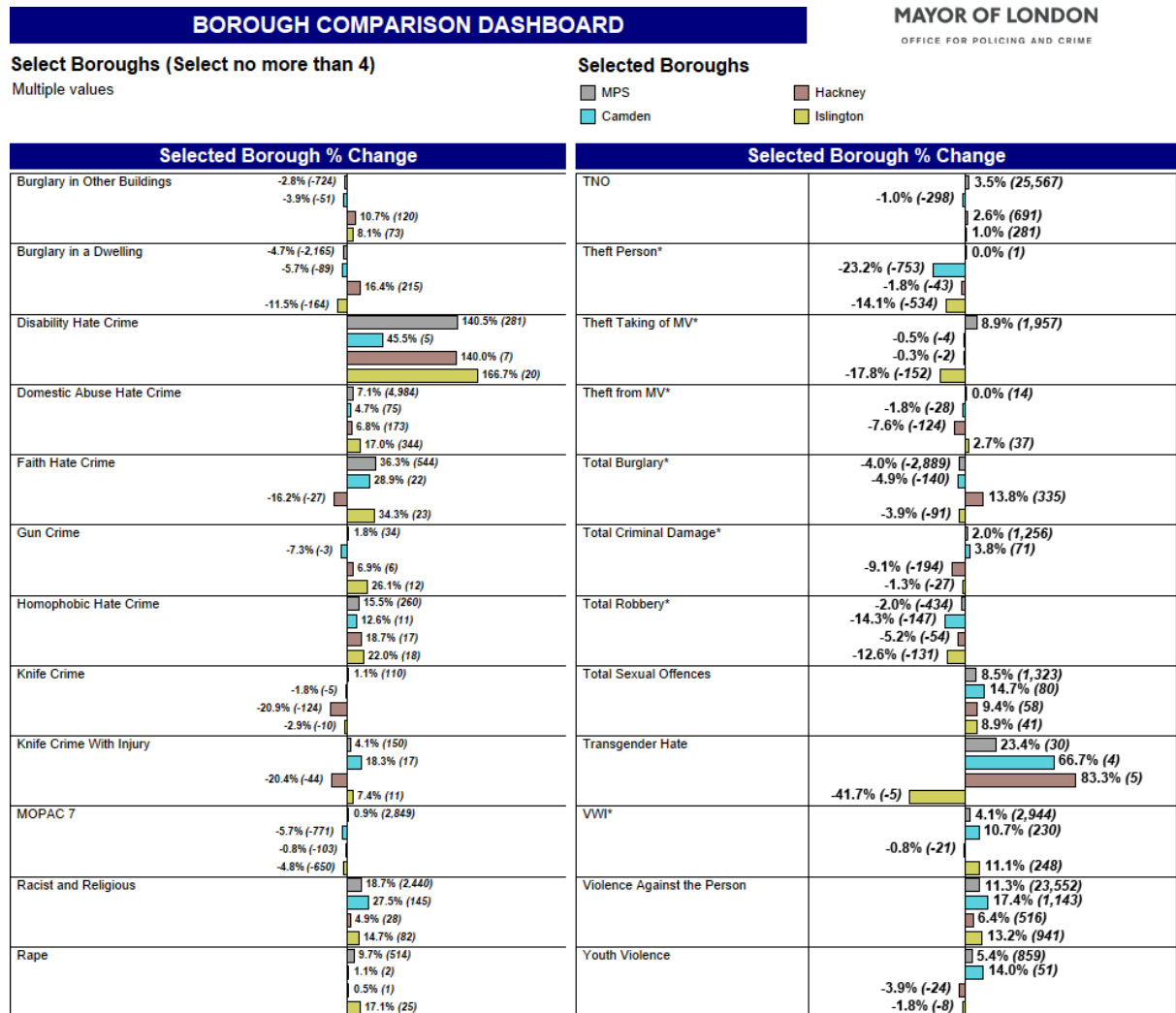


Figure 3 – Confidence and Satisfaction of the Metropolitan Police Service in London

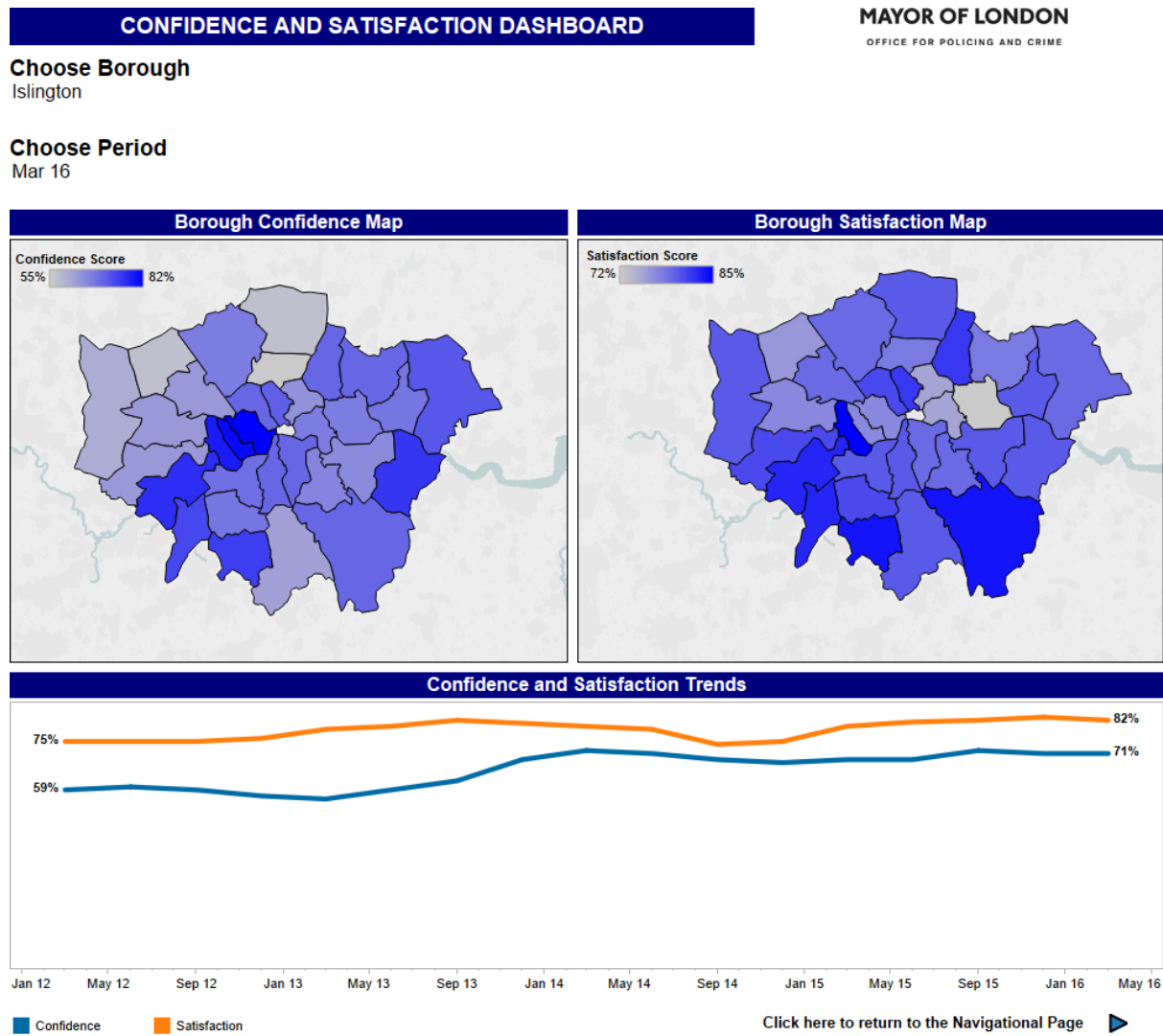


Figure 4 – Crime and Disorder in Islington with sanction detection rates over the past two 12 month rolling periods

		Offences & SDs								
		Reporting Period Ending: 4 September 2016								
Crime Category	Sub Category	Target	Offences Previous R12	Offences Current R12	Offences % Change	SDs Previous R12	SDs Current R12	SD Rate - Previous R12	SD Rate - Current R12	
TNO	TNO - State		2,130	2,582	21.2%	1,704	2,091	80.0%	81.0%	●
	TNO - Victim		25,721	25,351	-1.4%	3,053	3,063	11.9%	12.1%	●
	TNO - Unknown		22	19	-13.6%	6	6	27.3%	31.6%	●
	Total		27,873	27,952	0.3%	4,763	5,160	17.1%	18.5%	●
Burglary	Burglary in a Dwelling		1,439	1,226	-14.8%	102	71	7.1%	5.8%	●
	Burglary in Other Buildings		907	976	7.6%	75	129	8.3%	13.2%	●
	Total		2,346	2,202	-6.1%	177	200	7.5%	9.1%	●
Criminal Damage	Total		2,054	2,020	-1.7%	282	319	13.7%	15.8%	●
Robbery	Business Property		72	76	5.6%	17	20	23.6%	26.3%	●
	Personal Property		981	841	-14.3%	65	46	6.6%	5.5%	●
	Total		1,053	917	-12.9%	82	66	7.8%	7.2%	●
Robbery - Mobile Phone	Total		497	419	-15.7%	16	15	3.2%	3.6%	●
Theft and Handling	Theft From M/V		1,350	1,390	3.0%	21	18	1.6%	1.3%	●
	Theft/Taking of M/V		826	715	-13.4%	62	54	7.5%	7.6%	●
	Theft Person		3,824	3,279	-14.3%	32	57	0.8%	1.7%	●
	Other Theft & Handling		6,794	6,575	-3.2%	697	603	10.3%	9.2%	●
	Total		12,794	11,959	-6.5%	812	732	6.3%	6.1%	●
Theft Person - Mobile Phone	Total		3,011	2,568	-14.7%	23	40	0.8%	1.6%	●
VWI	VWI - Domestic Abuse		629	729	15.9%	254	288	40.4%	39.5%	●
	VWI - Non Domestic Abuse		1,641	1,740	6.0%	409	429	24.9%	24.7%	●
	Total		2,270	2,469	8.8%	663	717	29.2%	29.0%	●
Domestic Abuse	Total		2,060	2,347	13.9%	722	834	35.0%	35.5%	●
Sexual Offences	Rape		144	179	24.3%	17	17	11.8%	9.5%	●
	Other Sexual		315	342	8.6%	53	56	16.8%	16.4%	●
	Total		459	521	13.5%	70	73	15.3%	14.0%	●
Total Gun Crime	Total		38	73	92.1%	20	10	52.6%	13.7%	●
Lethal-barrelled Gun Discharges	Total		5	8	60.0%	2	1	40.0%	12.5%	●
Total Knife Crime	Total		349	335	-4.0%	80	66	22.9%	19.7%	●
Knife Injury Victims (U25 Non DA)	Total		74	80	8.1%					

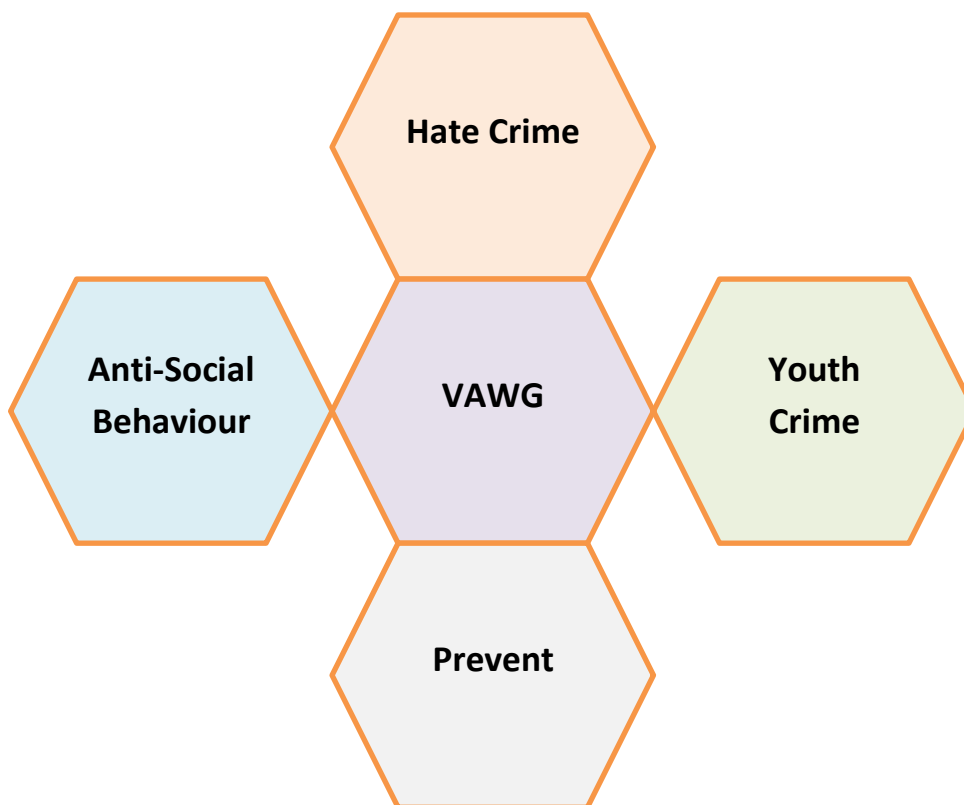
* A sanctioned detection occurs when (1) a notifiable offence (crime) has been committed and recorded; (2) a suspect has been identified and is aware of the detection; (3) the CPS evidential test is satisfied; (4) the victim has been informed that the offence has been detected, and; (5) the suspect has been charged, reported for summons, or cautioned, been issued With a penalty notice for disorder or the offence has been taken into consideration when an offender is sentenced.

Towards a Safer Islington

Community Safety Service Plan 2016-17

The CSPU is a strategic team that supports the Safer Islington Partnership (SIP) to achieve its overall objectives of reducing crime and disorder in the borough, keeping people safe and bringing offenders to justice. It seeks to do this by:

- Enhancing knowledge and understanding of the human, social and environmental factors that drive crime and anti-social behaviour;
- Working with partners (including council services) to develop strategies for addressing the key issues;
- Co-ordinating and commissioning multi-agency delivery of appropriate interventions to reduce crime and ASB; and
- Operating a robust performance management framework including accountability for funds provided by the Home Office, the Mayor's Office for Policing & Crime (MOPAC) and the Ministry of Justice.

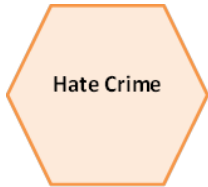


Islington council is committed to making Islington a place where our residents have a good quality of life. Key to this is improving community safety using an approach that tackles deep-rooted social issues such as domestic violence, mental ill health and substance misuse. The community Safety Partnerships unit will work to reflect Islington Council's corporate vision, priorities and ways of working and will align its work with the priorities of the Safer Islington Partnership.

Overall crime continued to rise in the borough during 2015 and at a faster rate than the London average. Violence, including youth and domestic violence, continue to cause significant concern due to the emotional and physical harm caused to individuals, families and communities.

There has also been a significant increase in call levels to the council's Anti-Social Behaviour hotline and, the impact of hate crime is not only resulting in dissatisfaction from sections of the community but risks damaging the cohesive communities that partners are trying to develop and maintain.

The CSPU will work over the year to coordinate and deliver a set of clear actions that will support the outcomes in this document and in turn deliver the objectives of the council and the Safer Islington Partnership.



Our objective:

To reduce hate crime in Islington and improve victims' experience of statutory services

Islington is one of the most diverse and vibrant communities in London. This is something we are very proud of. The vast majority of people treat each other with dignity and respect but a small minority don't hold these values and perpetrate hate. Some people are targeted with hate incidents or crimes just because of who they are, or even who they are perceived to be. Incorporate stats

Hate incidents and hate crimes are acts of violence or hostility directed at people because of who they are, or who someone thinks they are. Victims of hate crime are attacked or abused because they are disabled or because of their race, faith / religion, transgender identity or sexual orientation.

Our aim is to ensure that every victim of hate crime in Islington has the confidence in our services to report it.

To do this we will:

Increase reporting and build resilience within the community


- ⇒ Raise awareness and understanding of hate incidents and promote the different ways to report so that residents are clear what they may expect from the police, council services and other support available
- ⇒ Train staff to better identify and report hate crime, especially in frontline services, such as housing and Out of Hours ASB service
- ⇒ Set up 3rd Party reporting sites, working with existing community organisations and institutions such as schools, faith establishments and housing offices
- ⇒ Support an effective community-led Hate Crime Forum to hold statutory agencies to account, including ensuring case scrutiny and reviews

Increase support for vulnerable victims

- ⇒ Ensure all victims who report hate crime receive a positive response by advising our residents of their rights and what they may expect from the police and / or council
- ⇒ Increase the number of vulnerable victims supported through the Community MARAC by ensuring frontline services are able to assess vulnerability and know how to refer
- ⇒ Identify and implement good practice in supporting victims by learning from other areas and through engaging victims so as to develop a better understanding of their experiences

Challenge perpetrators and bring them to justice

- ⇒ Ensure that partners understand the range of legislation in place to protect victims and bring more offenders to justice
- ⇒ Ensure that information-sharing processes are in place so that appropriate interventions, including tenancy action, can be taken against perpetrators
- ⇒ Work with the police to increase the number of sanction detections



Anti-Social
Behaviour

Our objective:
To reduce the negative impact of anti-social behaviour in Islington

Anti-social Behaviour can have a serious impact on the lives of those who experience it whether they are residents, businesses or visitors to the borough. As well as affecting quality of life it can increase the fear of crime and affect confidence levels in the performance of the police and council. Incorporate stats

The Council's overall aim within the Corporate Plan 2015-19 is to create a fairer Islington which includes making the borough a place where residents have a good quality of life. Improving community safety is a key part of this with the provision of an effective response to reports of ASB. This includes improving the position for victims and witnesses particularly vulnerable adults. The 2015 - 2016 Control Strategy strategic assessment includes ASB as a cross cutting theme.

To do this we will:

Reduce levels of Anti-social behaviour

- ⇒ Improve level of engagement with repeat callers to ensure the problems are addressed and vulnerable residents are not repeatedly victimised
- ⇒ Improve effective early response to all ASB calls to the council by ensuring sufficient information is gathered to aid effective intervention
- ⇒ Ensure all partners make full use of tools and powers available to tackle ASB by delivering training and providing guidance and support
- ⇒ Identify families and individuals who contribute significantly to ASB and provide effective interventions, working with housing providers and other council services
- ⇒ Identify priority 'Places' of concern and co-ordinate an effective partnership response

Improve community tolerance and resilience

- ⇒ Improve communications to residents to promote good neighbourly relationships and tolerance of different cultures, including youth culture
- ⇒ Intervene early to tackle a problem quickly and prevent an escalation of ASB
- ⇒ Improve the Safer Neighbourhood Ward Panels and Ward Partnerships in providing an effective voice for residents by supporting the police to develop more effective means of engagement and feedback

Support vulnerable victims and perpetrators

- ⇒ Take all complaints seriously, thoroughly investigate them and provide an effective response to complainant
- ⇒ Improve safeguarding and reduce vulnerability by promoting the use of the Community MARAC with housing providers and other frontline staff to increase referrals
- ⇒ Work with partners to identify victims and perpetrators with complex needs, including mental health, and link them into services.



Our objective:

To intervene early to reduce the negative impact of VAWG in Islington

Islington council is committed to tackling all forms of Violence Against Women and Girls (VAWG) and its impact on the community. Acts of VAWG are crimes and we are determined to support survivors and their families to stay safe, report crimes and rebuild their lives. We will also work to ensure perpetrators are brought to justice. Incorporate stats

VAWG can be the cause of long-term problems for adults, children and communities. It is a complex and often hidden issue that is rarely experienced in isolation, with survivors and perpetrators often experiencing a range of other problems and vulnerabilities.

To do this we will:

Reduce incidents of all forms of VAWG in Islington

- ⇒ Develop and coordinate delivery of the Islington VAWG Strategy and oversee delivery of a workforce development plan to improve skills among frontline workers
- ⇒ Raise awareness among communities and families about how to support victims and report perpetrators
- ⇒ Work with services to intervene early and build resilience among individuals and families, esp. young people to break the cycle of violence and abuse
- ⇒ Support development of services working with young people to make safe choices and develop healthy relationships by working with schools and youth services
- ⇒ Collect, analyse and present high quality evidence to inform service design and delivery across the Partnership

Protect survivors of VAWG and support recovery

- ⇒ Commission and coordinate the provision of high quality and needs-led services to ensure safety for victims
- ⇒ Deliver an effective MARAC that increases the safety of high risk survivors and ensure repeat victims are responded to quickly to avoid escalation of violence
- ⇒ Support the use of Home Shelter scheme to ensure survivors and their families can be safe in their own homes and cause less disruption to their lives
- ⇒ Provide high quality evidence and advice to specialist, targeted and universal services working with adults, children families affected by VAWG
- ⇒ Maintain pathways to support for survivors of VAWG and their children which are clear and easy to navigate

Develop a more effective response to perpetrators

- ⇒ Work with criminal justice agencies to Increase the number of perpetrators held to account through the use of the full range of enforcement powers
- ⇒ Commission / co-commission / inform the provision of specialist interventions to perpetrators to support behaviour change, using levers available in housing and children services
- ⇒ Inform the delivery of targeted work with young men exhibiting harmful attitudes and behaviours, using the engagement afforded by statutory and voluntary services



Our objective:

To reduce young people's involvement in crime and disorder

We are committed to making Islington one of the safest boroughs in London. We want Islington to be a fairer place where every child has the best start in life and does not become either a victim or perpetrator of crime.

However, Islington has experienced a disturbing rise in youth crime, especially violence, which has caused widespread anxiety to residents, particularly families with children. We have all become very concerned about the safety of young people on our streets, in our parks and schools and on our estates. This problem is not unique to Islington. All across London, violent crime committed against teenagers by teenagers has risen alarmingly in the past year. Incorporate stats

A minority of Islington's young people have been drawn into gangs that make money from burglary, robbery, theft of cycles, mopeds and smartphones. These crimes are all connected. Young people use cycles and mopeds to commit snatches or to transport stolen goods, weapons or drugs. They then use the money from these crimes to buy and sell drugs in a very lucrative market. Increasingly, those young people are using violence – especially knives – to settle their disputes or enforce deals. The impact of this small number of people's behaviour is very widespread.

To do this we will:

Reduce the number of young people affected by gangs and violence

- ⇒ Deliver an effective Integrated Gangs Team that supports more young people to safely exit gang lifestyles
- ⇒ Provided targeted interventions to girls and young women affected by gangs
- ⇒ Deploy the full use of enforcement tools and powers to disrupt entrenched offending behaviour
- ⇒ Deliver gang prevention awareness programmes in Islington schools to help build resilience of young people to avoid gangs and increase awareness of where to seek help if needed

Provide early and positive interventions to protect young people from crime

- ⇒ Develop knowledge and capacity among the Islington workforce to safeguard young people affected by gangs
- ⇒ Coordinate the delivery of effective targeted and specialist interventions to engage young people at risk
- ⇒ Identify and deliver evidenced based interventions to engage young people and promote positive behaviour change
- ⇒ Working with Victim Support and targeted youth services provide effective support to young victims of crime and their families

Deliver an effective Youth Offending Service

- ⇒ Implement the YOS Improvement plan
- ⇒ Maximise the expertise and resources available across the partnership to support and drive YOS improvements
- ⇒ Develop an effective response to No Further Actions between the YOS and police



Our objective:

To Prevent Islington residents from being drawn into terrorism

Radicalisation and extremism are serious risks to Islington both as a result of a potential terrorist attack and the radicalisation of our residents, which in turn could lead to violence, civil disorder or criminal attacks on individuals or institutions. The council will actively help to implement the Government's CONTEST strategy in protecting our population against radicalisation, terror attack and preparing a civil contingency emergency response to incidents. Incorporate stats

However, Prevent must be proportionate, intelligence-led and risk-based and should be delivered flexibly by the local authority and partners tailored to reflect local circumstances. Over the longer term, we can help to further reduce the risk of radicalisation and extremism by tackling poverty, exclusion and marginalisation while simultaneously promoting cohesion, active citizenship and integration.

To do this we will:

Prevent Islington residents from being drawn into or supporting terrorism

- ⇒ Raise awareness of and support the disruption of proscribed (banned) organisations operating in the borough
- ⇒ Deliver workforce and community development to raise awareness of the recruitment methods for terrorism
- ⇒ Support open dialogue to address feelings of grievance and injustice that could lead to individuals carrying out acts of terrorism

Build resilience among young people

- ⇒ Create safe spaces for young people to express concerns, debate issues and develop critical thinking
- ⇒ Support parents, communities and frontline staff to have open conversations with their children about mutual respect and tolerance
- ⇒ Provide resources and materials to be used by families and institutions to promote positive conversations and the awareness of support available

Increase skills and confidence of frontline services

- ⇒ Train frontline staff to identify risk factors and vulnerabilities among residents
- ⇒ Increase the capacity of staff to identify and safeguard those at risk of radicalisation and involvement in terrorism
- ⇒ Ensure that services across the borough have effective policies and procedures in place to demonstrate having due regard to preventing people from being drawn into terrorism.

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The Council's Legal Responsibilities In Relation To Community Safety

- 1 The term "Crime and Disorder Partnership" is not set out in any legislation but is the collective term by which the public authorities covered by s5 are in practice known. The Crime and Disorder (Formulation and Implementation of Strategy) Regulations set out how the responsible authorities are to work together. The responsible authorities are not just the council and the chief officer of police. I have listed the responsible authorities in the Act below.
- 2 There is no requirement to produce an annual report for scrutiny under the regulations. Under the regulations a "strategy group" responsible for preparing strategic assessments and preparing and implementing a partnership plan on behalf of the responsible authorities must be established (SIP). The group must consist of two or more persons appointed by one or more responsible authority (regulation 3(2)) and may be attended by representatives of other co-operating bodies and other invitees. The partnership plan is required to contain the statutory strategies and must be revised before the start of each year (regulation 10). 1 April is the start of the year. A summary of the plan must be published.
- 3 The Local Government Act 2000 includes crime and disorder scrutiny as one of the functions the council must ensure its scrutiny arrangements cover. The specifics of the duty are set out in the Police and Justice Act 2006 and related regulations and guidance as described below.
- 4 The committee designated as the Crime and Disorder Scrutiny Committee (Policy & Performance) has to meet at least once in every 12 months period to carry out the functions of reviewing and scrutinising decisions and actions in respect of the discharge of crime and disorder functions by "responsible" authorities. There is no specific requirement for an annual report. I believe the annual report that is produced covers the activities of the partnership as a whole. This would be consistent with the statutory guidance summarised below.

The responsible authorities under the Crime and Disorder Act s5 are:

- the council
- probation services in the area in pursuance of arrangements under [section 3](#) of the Offender Management Act 2007 which provide for it to be a responsible authority under this section
- chief officer of police
- the police authority
- fire and rescue authority
- clinical commissioning group

There is a duty to co-operate with:

- local probation boards

- providers of probation services operating within the area in pursuance of arrangements under [section 3](#) of the [Offender Management Act 2007](#) which provide for it to co-operate with the responsible authorities;
- any other prescribed bodies

The following are prescribed under regulations (Crime and Disorder Strategies (Prescribed Descriptions) (England) Order 2004/118):

- National Health Service Trust established under [Part 1](#) of the [National Health Service and Community Care Act 1990](#) which manages a hospital, establishment or other facility in the council's area;
- an NHS foundation trust;
- the governing body of a maintained school,
- the proprietor of an alternative provision Academy that is not an independent school;
- the proprietor of a 16 to 19 Academy;
- the governing body of a further education institution
- a registered provider of social housing.

The responsible authorities must, having regard to the police and crime objectives set out in the relevant police and crime plan, formulate and implement:

- (a) a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment);
- (b) a strategy for combatting the misuse of drugs, alcohol and other substances in the area
- (c) a strategy for the reduction of re-offending in the area.

The regulations require these to be included in a partnership plan.

There is a regulation making power which may be exercised to cover a number of issues including:

- to confer functions on a committee of, or a particular member or officer of, any of the responsible authorities;
- to provide for the holding of meetings with specified membership
- to direct the content and implementation and monitoring of the strategy.

Sections 19 and 20 of the Crime and Disorder Act 1998 and related regulations require the Council to have a committee with the functions of reviewing and scrutinising decisions and actions in respect of the discharge of crime and disorder functions by “responsible” authorities. The committee is required to meet at least once in every 12 month period to carry out this function. There isn't a requirement that the committee receive an annual report as such but this has been the practice as it enables the performance of the partnership as a whole to be considered.

In addition, the 2006 Act also allows members to refer any “local crime and disorder matter” raised with them by anyone living or working in their division to the crime and disorder committee.

The committee can review strategies as they are being developed and can also review implementation and actions taken quite apart from any annual report. It can call officers or employees of partners to meetings to answer questions and can make recommendations to the council's executive or to partners.

Guidance was issued concerning how this role should be carried out including that:

- the role should be one of a critical friend, providing constructive challenge at a strategic level.
- the focus should be on the entire partnership and if issues arise that relate specifically to a particular partner agency, it may be more appropriate to refer such issues to the governing bodies of that organisation.
- The scrutiny of partners should be "in so far as their activities relate to the partnership itself".
- the list of issues to be scrutinised should be agreed in consultation with relevant partners.

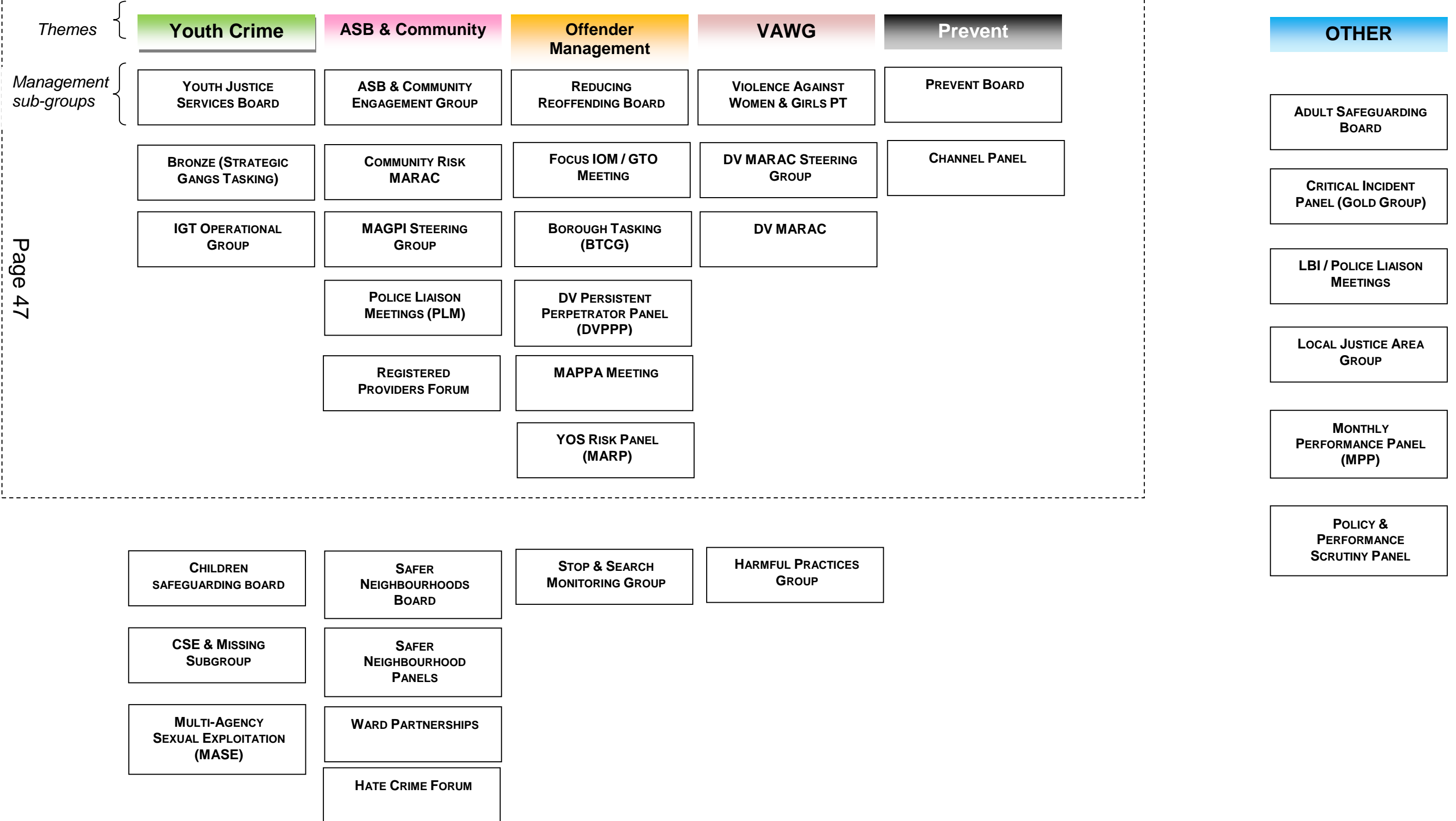
If the committee has just one set piece scrutiny of community safety during the year it should be "an event looking at crime and disorder matters and discussing which crime and disorder matters should be considered in the next municipal year as matters of local concern".

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COMMUNITY SAFETY PARTNERSHIP MEETING STRUCTURE



SIP Strategic Board



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Area	Meeting Name	Frequency	Strategic or Operational Group?	Purpose of the Group	Chair	Police Level Attendance	Council Level Attendance	Admin	Lead Agency	Stat. Req.?
SIP	SIP Strategic Board	Quarterly	Strategic	To provide the strategic framework for the partnership and hold each other to account for delivery	Clr Community Safety (LBI)	C/Supt	Directors & Heads of Services & Officers (multiple)	Democratic Services	LBI	Yes
ASB	ASB & Community Subgroup	Bi-monthly	Strategic	Provide the strategic steer, strategy and governing framework around ASB for the borough	Service Director, Public Protection (LBI)	CI Partnership	Senior managers -	Business Support	LBI	No
	Community Risk MARAC	Monthly	Strategic	Multi-Agency forum dealing with high risk vulnerable victims of crime and ASB	CI Partnership / ASB Co-ordinator (LBI)	CI Partnership & 4 NPT Insp	Housing, RPs, Supported Housing, ASB Response Team, C&I MHS, Substance Misuse Services, Victim Support, Adult Social Care	CSPU	LBI	Yes
	MAGPI Steering Group	Bi-monthly	Strategic	To prioritise the areas of concern for ASB and scrutinise the outcomes of multi-agency work to address these	Clr Community Safety (LBI)	CI Partnership & 4 NPT Insp	Senior managers - Service Directors - Public Protection & Housing Operations	CSPU	LBI	No
	Police Liaison Meeting (PLM)	4x Monthly (one per cluster)	Operational	Information sharing and tasking on those coming to notice for or are on the cusp of committing ASB	Housing Team Leader (LBI)	4x ward officer	Officers from Housing, TYS, IFIT, ASB Response Team and Community Safety	Housing	LBI	No
	Registered Providers Forum	Bi-monthly	Strategic	Forum for addressing concerns and improving working relationships across RPs in the borough	Service Director, Public Protection (LBI)	None	ASB Response / Noise/ Environmental Health (Public Protection), ASB Co-ord - Housing & CSPU	CSPU	LBI	No
	Safer Neighbourhoods Board	Bi-monthly	Strategic	To give local people and victims a greater voice in setting policing priorities and to enable effective consultation between the community, the police and other partners.	Roz Miller (Faith Forum)	C/Supt	ASB Co-ordinator (CSPU), MAGPI Officer, Clr reps	CSPU	LBI (MOPAC)	No
	Safer Neighbourhood Panels	Bi-monthly	Operational	To set the priorities for the NPT based on ward concerns	Resident Chairs from the Community	Ward PCs	Officers from Housing & Community Safety	Police	Police	No
	Ward Partnerships	Bi-monthly	Strategic	Islington's ward partnerships are led by ward councillors and give local residents, community groups and businesses the opportunity to shape services and improve their neighbourhoods.	Ward Members	Ad Hoc (if needed)	Various (clr down to officer level)	LBI	LBI (VCS Team)	No
Hate Crime	Hate Crime Forum	Bi-monthly	Strategic	To oversee the strategy and action plan for Hate Crime for the borough based on the current trends and patterns seen	Colin Adams (community representative)	D/Supt & DI CSU	CSPU & Strategy	CSPU	LBI/police	No
Prevent	Prevent Steering Group	Bi-monthly	Strategic	To set the strategic vision and strategy for Prevent work in Islington	Leader of the Council (LBI)	C/Supt	Clrs, C/Executive, Head of Children's Services, A/C Executive & Head of Community Safety	CSPU	LBI	No
	Channel Panel	Monthly	Operational	Case management of those at risk of becoming radicalised and drawn into terrorism	Head of Community Safety (LBI)	Prevent Police	Head of Community Safety, middle managers from Children's Services and HASS	CSPU	LBI/Police	Yes
Offender Management	Reducing Reoffending Board	Bi-monthly	Strategic	Provide the strategic steer, strategy and governing framework around Offending & Re-Offending on the borough	Head of Community Safety (LBI)	Supt	Head of Community Safety & Community Safety Officers	CSPU	LBI	No
	Borough Tasking (BTCG)	Monthly	Operational	Police operational tasking meeting based on current trends and patterns	CI Partnerships (Police)	CI Partnership and numerous others	ASB Coordinator & Intelligence Manager	Police	Police	No
	DV Persistent Perpetrators Panel	Monthly	Operational	Risk management forum to case manage the highest risk DV perpetrators	Offender Services Coordinator (LBI)	DI CSU	Community Safety Officer	CSPU	LBI	No
	FOCUS IOM / GTO	Monthly	Operational	Multi-agency panel meeting to manage the most prolific adult offenders	Offender Services Coordinator (LBI)	IOM PC	Community Safety Officer	CSPU	LBI & Police	Yes
	MAPPA Meeting	Monthly	Operational	Multi-agency panel meeting to manage the most dangerous offenders	D/Supt (police) & Head of NPS (Probation) - Co-chair	D/Supt	Officers as required	Police & NPS	Police & NPS	Yes
	Stop & Search Monitoring Group	Bi-monthly	Strategic	To provide a local, borough based mechanism to monitor police use of stop and search powers.	Katrina Ffrench	CI Operations	Previously ASB Co-ordinator, MAGPI Officer	Community	Police	Yes
	YOS Risk Panel (MARP)	Monthly	Operational	Multi-agency risk panel meeting for YP in the YOS	YOS employee	YOS or Gangs Police	Officers as required	YOS	LBI	No
VAWG	VAWG Subgroup	Quarterly	Strategic	Provide the strategic steer, strategy and governing framework around VAWG for the borough	Director of Housing Operations (Housing)	Supt	Head of Housing Operations, Health (Head of Care), Ass/Director Children's Services, Head of Community Safety & Community Safety Officers	CSPU	LBI	No
	DV MARAC Steering Group	Quarterly	Strategic	Provides the strategic steer and scrutiny around the DV MARAC	Head of Community Safety (LBI)	D/Supt & DI CSU	Housing, Health, Children's Services & Community Safety Officer (all middle managers)	CSPU	LBI	No
	DV MARAC	Monthly	Operational	Multi-agency panel meeting to tackle the highest risk DV victims	DI CSU (Police)	DI CSU	Officers from Community Safety, Housing, Adult Safeguard & Children's Services	CSPU	LBI & Police	Yes
	Harmful Practices Group	Quarterly	Strategic	Provide the strategic steer, strategy and governing framework around Harmful Practices for the borough	Victims Services Coordinator (LBI)	DI CSU	Officers from Community Safety & Children's Services	CSPU	LBI	No
Youth Crime	Youth Justice Services Management Board	6 weekly	Strategic	Provide the strategic steer, strategy and governing framework around Youth Crime for the borough	Chief Executive (LBI)	Supt	Head of Children's Services, Ass/Director CS, Housing, Health CCG, Community Safety (all senior managers)	CE Admin Support	LBI	Yes
	Bronze (Strategic Gangs Tasking)	Monthly	Strategic	Multi-agency strategic meeting on gangs disruption	CI Partnerships (Police)	CI Partnership & DI Gangs	Officers from Community Safety, Housing & Children's Services	CSPU	LBI & Police	No
	IGT Operational Tasking Meeting	Bi-weekly	Operational	Integrated Gangs Team operational overview meeting	IGT Operational Manager (LBI) and DI Gangs (Police) - Co-chair	DI Gangs and IGT Officers	Officers from IGT	CSPU	LBI & Police	No
	Children's Safeguarding Board	Bi-monthly	Strategic	A multi-agency body responsible for ensuring that agencies work well together to safeguard and protect children and young people from harm, and improve their welfare and well-being	Independent Chair	D/Supt	Directors / Heads of Service from all areas	CSC	LBI	Yes
	CSE & Missing Subgroup	Bi-monthly	Strategic	Provide the strategic steer, strategy and governing framework around CSE & Missing YP for the borough	D/Supt (Police)	D/Supt & DI Public Protection	Children's Services & Community Safety (middle managers)	CSC	LBI	No
	Multi-Agency Sexual Exploitation Meeting (MASE)	Monthly	Operational	Multi-agency operational meeting focused on the highest risk CSE cases	DI Public Protection (Police)	DI Public Protection	Officers from Community Safety, Housing & Children's Services	CSC	LBI & Police	Yes
Other	Adult Safeguarding Board	Bi-monthly	Strategic	A multi-agency body responsible for ensuring that agencies work well together to safeguard vulnerable adults	Independent Chair	D/Supt	Directors / Heads of Service from all areas	HASS	LBI	Yes
	Critical Incident Panel (gold group)	Ad Hoc	Operational	Multi-agency planning meeting in response to a critical incident	C/Supt (Police)	C/Supt	Varies depending on incident	Police	Police	Yes
	LBI / Police Liaison Meetings	Monthly	Strategic	Forum for clrs, senior LBI and police officers to discuss strategic issues	Leader of the Council (LBI)	C/Supt	Chief Executive, Director of Children's Services, Head of Community Safety	CSPU	LBI	No
	Local Area Justice Group	Quarterly	Strategic	Strategic forum to improve the working relationships between the criminal justice bodies in Islington	D/Supt (Police)	D/Supt	YOS Manager	Police	Police & NPS	No
	Monthly Performance Panel (MPP)	Six Monthly (for crime)	Strategic	Scrutiny panel for LBI key issues - each area of the council reporting back bi-annually	Leader of the Council (LBI)	None	Leads from Community Safety, Public Protection & Children's Services	CE Admin Support	LBI	No
	Policy & Performance Scrutiny Panel	Varies	Strategic	Panel to scrutinise performance in key areas across the borough. Crime & community safety features annually.	Clr for Performance & Scrutiny (LBI)	C/Supt	Service Heads & Directors from across the board	Democratic Services	LBI	Yes

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Report of: Executive Member for Finance and Performance

Meeting of	Date	Agenda Item	Ward(s)
Policy & Performance Scrutiny Committee	19 September 2016		All

Delete as appropriate	Exempt	Non-exempt
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Report: Corporate Performance Report: Quarter 1 2016-17

1. Synopsis

- 1.1 Each year the council agrees a set of performance indicators and targets which, collectively, help us to monitor progress in delivering corporate priorities and working towards our goal of making Islington a fairer place to live and work.
- 1.2 Progress is reported on a quarterly basis through the Council's Scrutiny function to challenge performance where necessary and to ensure accountability to residents.
- 1.3 This report sets out the corporate performance indicator suite for 2016-17, together with a progress update on Quarter 1 data (1 April to 30 June 2016). It also sets out changes to the reporting arrangements to ensure that each scrutiny committee has responsibility for monitoring performance against those areas that fall within its remit.

2. Recommendations

- 2.1 To note the corporate performance indicators for 2016-17 (Appendix A)
- 2.2 To note the new arrangements for performance reporting to Scrutiny
- 2.3 To note progress to the end of Quarter 1 against key performance indicators (PIs) falling within the remit of the Policy & Performance Scrutiny Committee, together with a summary of latest data for all other corporate PIs at Appendix B

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 & Performance Scrutiny Committee (PPS) has overall responsibility for monitoring and challenging performance against council priorities. The Executive Member for Finance, Performance & Community Safety is required to attend PPS on a quarterly basis to provide an update on corporate performance.

4. Indicators and targets for 2016-17

- 4.1 Each year, the suite of corporate performance indicators is reviewed to ensure it remains relevant to current priorities, and to set targets for the coming year. The list of corporate performance indicators and targets for 2016-17 is set out at Appendix A.
- 4.2 These were informed by discussions between the Executive Member for Finance, Performance & Community Safety and the Chair of the Policy & Performance Scrutiny Committee to ensure that the measures made sense and covered all key areas. Each Corporate Director has also provided advice on the best indicators to monitor outcomes related to their service areas.
- 4.3 The criteria used to identify measures to include in the corporate suite were that:
- Indicators should cover the key service areas and corporate priorities as set out in the Council's Corporate Plan – *The Islington Commitment*
 - They should measure outcomes rather than outputs
 - The Council should be able to influence the outcome – either through in-house or commissioned services, or through partnership working
 - Data should be reported frequently (monthly, quarterly or termly) to enable us to regularly monitor progress. Annual measures have been avoided with the exception of those of such importance that they justify inclusion (e.g. GCSE results) or where there is no alternative measure (e.g. support for carers)
 - It should be possible to set a target (not just monitor) and targets should be challenging - where possible, representing an improvement on last years' performance, or maintaining current performance where this, in itself, will be a challenge
 - It should be easy to understand whether we want an indicator to go up or down
 - The Council's equalities objectives should be included, not monitored separately
- 4.4 Efforts have been made to keep changes to a minimum to enable year on year comparison, and to avoid the list becoming too long and resource intensive to monitor. However, there are some changes which are summarised as follows:

Adult Social Care

- New measure around **discharging vulnerable patients from hospital** - *Delayed transfers of care (delayed days) from hospital per 100,000 population* - to ensure that the Council (with partners) puts in place timely and adequate support arrangements for vulnerable residents leaving hospital

Children's Services

- Removed the measure around **childminders** - *Percentage of childminders rated Good or Better by Ofsted* – this was introduced in 2010 when the standard of our

provision was below national average. We are now at national average so this is no longer a priority

Crime and Community Safety

- Improved measures around **youth crime prevention**

Removed:

- *Number of under 25s who receive a substantive outcome*

Replaced with:

- *Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system*
- *Number of custodial sentences for young offenders*

- New measures around **supporting offenders into employment** to prevent the cycle of reoffending:

- *Number of Integrated Offender Management (IOM) cohort in employment*
- *Number of IOM cohort in education and training*

- Additional measure around **effectiveness of our ASB service**:

- *Number of repeat ASB complainants to the Police and Council*

- New measures around tackling **violence against women and girls**:

- *% repeat victims referred to the Domestic Violence MARAC*
- *Number of young victims (16-18) referred to the MARAC*
- *Rate of domestic abuse sanctions*
- *Number of domestic violence perpetrators with complex needs referred to the MARAC*

Resources (Finance, Customer Services and HR)

- Removed the measure around **paperless parking** - *Proportion of all parking visitor vouchers sold as e-vouchers* – too specific, not focusing on wider outcomes
- Improved the measure for **channel shift** - amended wording from *Number of My e-Account transactions* to *Number of online transactions* - to reflect the fact that there are now a number of ways, in addition to My E-Account, that residents can transact with the council online

Public Health

- Additional measure around **health visiting** - *Proportion of new births that received a health visit* - to reflect the fact that responsibility has moved from the NHS to local authorities
- Additional measure around **HIV prevention** - *Proportion of adults with a late diagnosis of HIV* – preventing HIV and promoting early testing / diagnosis is a public health priority

4.5 There are no significant changes to measures for Employment, Environment & Regeneration or Housing.

5. New arrangements for performance reporting to scrutiny

- 5.1 In the past, responsibility for scrutinising corporate performance has sat mainly with the Policy & Performance Scrutiny Committee (PPS). The Executive Member for Finance, Performance & Community Safety has met with the new Chair of PPS to discuss how to encourage and enable the other scrutiny committees to play a greater role in monitoring performance within their areas.
- 5.2 A new approach to **quarterly performance reporting** was agreed as follows:
- The Executive Member for Finance, Performance & Community Safety will continue to present a quarterly corporate performance report to PPS, but the focus will be upon those areas that fall within the remit of the Committee i.e. Crime, Employment and Finance & Resources. Latest data on other corporate performance indicators will be attached as an appendix for information, but with no narrative
 - Each of the four theme based scrutiny committees – Children’s Services, Health and Care (covering Adult Social Care and Public Health), Environment & Regeneration, and Housing - will be responsible for monitoring performance in their own areas
 - Quarterly performance reporting should be scheduled into the forward plan for each scrutiny committee
 - The relevant Executive Member, supported by the Corporate Director or other senior officer from the department, should attend their scrutiny committee to present the quarterly performance update
- 5.3 In addition to presenting a quarterly performance report, each Executive Member will continue to be required to present an **Annual Report** to the relevant scrutiny committee summarising activity and progress across their portfolio area over the previous year as follows:
- Executive Member Finance, Performance & Community Safety: PPS
 - Executive Member Economic Development: PPS
 - Executive Member Children, Young People & Families: Children’s Services Scrutiny Committee
 - Executive Member Environment & Transport: E&R Scrutiny Committee
 - Executive Member Health & Social Care: Health and Care Scrutiny Committee
 - Executive Member Housing & Development: Housing Scrutiny Committee
 - Executive Member Community Development: Housing Scrutiny Committee
- 5.4 The remainder of this report sets out performance against those areas that fall within the remit of PPS: Crime & community safety, Employment, Finance & Resources. Quarter 1 reports for the other service areas are scheduled as follows:
- Adult Social Care/Public Health: Health & Care Scrutiny Committee 17 November
 - Children’s Services: Children’s Services Scrutiny Committee 22 September
 - Environment & Regeneration: to E&R Scrutiny Committee 3 November
 - Housing: to Housing Scrutiny Committee 10 October

6. Crime & community safety

Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Reduce youth crime and reoffending</i>	CR1	Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system	Q	TBC	85%	85%	TBC	79%	TBC
	CR2	Number of first time entrants into Youth Justice System	Q	TBC	24 or fewer	95 or fewer	TBC	23	TBC
	CR3	Percentage of repeat young offenders (under 18s)	Q	TBC	24%	43%	TBC	27%	TBC
	CR4	Number of custodial sentences for young offenders	Q	TBC	9 or fewer	35 or fewer	TBC	5	TBC
	CR5	Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc) after committing a violent offence	Q	136 (56%)	110	441 (55%)	Off	162 (60%)	Yes
<i>Support offenders into employment</i>	CR6	Number of Integrated Offender Management (IOM) cohort in employment	Q	7	6	25	On	12	No
	CR7	Number of IOM cohort in education and training	Q	13	6	25	On	25	No
<i>Ensure an effective response for victims of crime and anti-social behaviour</i>	CR8	Number of repeat ASB complainants to Police and Council	Q	52	53	53	On	54	Yes
	CR9	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	49% (Q4)	38%	38%	Off	37%	No
	CR10	Percentage of housing ASB cases that result in enforcement action	Q	30.5%	35%	35%	Off	50.7%	No
<i>Tackle Violence against Women and Girls (VAWG)</i>	CR11	Percentage of repeat victims referred to the Domestic Violence MARAC	Q	20%	15%	15%	On	11.2%	Yes
	CR12	Number of young victims (aged 16 - 18) referred to the MARAC	Q	0	3	10	Off	0	Similar
	CR13	Number of domestic violence perpetrators with complex needs referred to the MARAC	Q	33	18	72	On	12	Yes
	CR14	Rate of domestic abuse sanction detections	Q	32%	59%	59%	Off	31%	Yes

<i>Tackle hate crime through increased reporting and detection (E)</i>	CR15	<i>Homophobic Offences</i> a) Number reported to police	Q	23	24	96	Off	25	No
		b) Number detected by police (sanction detections)	Q	5 21.7%	8	30	Off	4 16%	Yes
	CR16	<i>Racist Offences</i> a) Number reported to police	Q	176	160	638	On	157	Yes
		b) Number detected by police	Q	36 20.5%	53	210	Off	62 39.5%	No
	CR17	<i>Disability Hate Offences</i> a) Number reported to police	Q	17	5	19	On	4	Yes
		b) Number detected by police	Q	0 0%	1	3	Off	0 0%	No
	CR18	<i>Faith Hate Offences</i> a) Number reported to police	Q	26	20	77	On	17	Yes
		b) Number detected by police	Q	5 19.2%	5	19	On	4 23.5%	No

KEY: Frequency (of data reporting): M = monthly; Q = quarterly; T = Termly; A = Annual **(E)** = Equalities target

Reduce youth crime and reoffending

- 6.1 Due to IT issues connected to a system upgrade (the Youth Offending Service moving from one system to another) we are currently unable to provide any figures for the above targets but expect to receive these soon.
- 6.2 In their absence, we are continuing to see a reduction in serious youth violence, maintaining the reductions we started to see towards the end of last year. The Integrated Gang Team (IGT) has been operational since January and became fully co-located with the police gangs unit at Tolpuddle Street police station in May and we are starting to see the benefits with improved information sharing and tasking. The IGT have started to roll out their custody and community programme and they are piloting in the pupil referral unit and at Feltham young offenders institution.
- 6.3 Whilst there has been a slight improvement in serious youth violence (SYV) in Quarter 1, there are concerns that we may see increases over the summer due to escalation of tension. At the same time we have seen a significant increase in snatch offences this quarter and this remains a considerable challenge for the Safer Islington Partnership. Additional police resources through Operation Attrition have had only short term impact and the partnership has not yet found a sustainable solution to this problem.
- 6.4 The Council leadership hosted a Youth Crime Awayday in July to review the borough's Youth Crime Strategy and improve the partnership's response to safeguarding and to reducing offending. The Council has also invested new funding to commission projects that will address the high levels of youth crime in the borough

- 6.5 In stage 1 we will be working with St Giles, Safer London, Chance UK and New Horizons Youth Centre to provide additional places for key working and mentoring to at risk young people, in addition to increasing counselling provision and creating new posts to work with young people around sexually harmful behaviours. In stage 2 we are developing a procurement strategy for 2017 – 2020 based on evidence of what works, and this will be advertised later this year.
- 6.6 Arrangements are in place to co-locate Police Officers within the Youth Offending Service. This has been delayed yet again by IT issues which are still being resolved at a very senior level in the police.
- 6.7 Partnership work is underway between the YOS, police and Community Safety to address over and inappropriate use of Criminal Behaviour Orders (CBOs) for young people, which is believed to be a key contributory factor to the high re-offending rates seen in the borough. A protocol has been agreed for all new proposals for youth CBOs, which entails a meeting involving all relevant parties at senior level, to agree whether the restrictions can be imposed through existing orders, and if not, appropriate restrictions and timescales which are likely to be effective.
- 6.8 The YOS is reviewing the operation of the Out of Court Disposals decision making panels, to reverse the increase in first time entrants to the youth justice system since the panel's implementation. External scrutiny and advice is being sought to inform this review, and examination of effective practice in other areas.
- 6.9 The YOS is strengthening its work with partners at Highbury Corner Magistrates Court to reduce up-tariffing in sentencing and promote a range of community based options. The Chief Magistrate has agreed to represent the court on the Youth Justice Services Management Board to increase positive partnership working.
- 6.10 Work needs to be undertaken to implement a strong and effective Intensive Supervision and Surveillance option in Islington, so that prolific offenders can be intensively managed to change behaviour.

Support offenders into employment

- 6.11 These are new indicators and focus upon supporting offenders in the Integrated Offender Management cohort (repeat and prolific offenders) into education, training and employment.
- 6.12 Numbers of IOM offenders **engaged in Education, Training and Employment (ETE)** are on target and there has been some particularly positive work with more gang nominals moving into training and employment. We have remodelled the CRES service recently and the number engaging with the service has increased. We are also continuing to strengthen the contribution from ETE organisations including CRES and other voluntary sector ETE providers working within our local IOM meeting and partnership structure.

Effective response to anti-social behaviour (ASB)

- 6.13 In Quarter 1, the **number of repeat complainants** was 52, which is on target and below the figure for the same period last year. We are still awaiting Quarter 1 data on the **percentage of ASB reports which are responded to then repeated** over the

following three months. However, end of year figures for 2015-16 indicate that we did not meet our target. These indicators measure our effectiveness in resolving ASB issues. We are also off target on the **percentage of housing ASB cases that result in enforcement action**. A number of initiatives are underway to improve understanding and response to ASB.

- 6.14 The Council's Community Safety Intelligence Team is carrying out research to identify hotspot crime/ASB locations using police and partnership data over a three year period. This will help to inform decision-making about the **priority 'places of concern'** and provide the focus for Multi Agency Geographical Panels in Islington (MAGPI) Officers to lead on longer-term partnership problem-solving and provide more sustainable outcomes. Indications are that existing priority places linked to gang activity and youth crime, including New River Walk, the Mayville Estate and Caledonian Road, will continue to be the focus.
- 6.15 A multi-agency timetable of events took place in July to raise awareness and help tackle **street population** issues, including begging. The campaign is called #makearealdifference and aims to engage with some of the most complex street population individuals. Agencies involved include outreach and substance use support services, 'the Big Issue' (to provide possible employment opportunities) as well as the police and council departments.
- 6.16 A Clinical Psychologist has been in post since October last year as a resource to support officers to enable a **psychologically informed approach** to dealing with ASB cases. She is located in each of Islington's Area Housing Offices one day a week with drop-in sessions to other housing providers in the borough. A particular focus during Quarter 1 has been the provision of training for front-line workers to raise awareness on mental health and personality disorder issues. This includes skills for working with people with these issues as well as self-care.
- 6.17 ASB Officers have produced case studies highlighting the positive benefits of her involvement. Support provided includes gaining an understanding of particular mental health diagnoses, facilitating engagement with the housing officer, mental health and voluntary services and learning how best to communicate with people presenting as distressed or with hostile or challenging behaviour.

Tackle Violence Against Women and Girls

- 6.18 Four new indicators have been introduced to monitor progress in this important area of work, three monitoring referral to case conferencing through the MARAC and the fourth looking to increase sanction detections for Domestic Violence.
- 6.19 The DV MARAC is a Multi Agency Risk Assessment Conference (MARAC) which meets monthly to review cases of those victims assessed as high risk and put in place support plans to reduce their risk. A similar system exists for perpetrators - the Domestic Violence Persistent Perpetrators Panel (DVPPP) is a monthly multi agency conference to review cases of the most persistent perpetrators and plan how to reduce the risk they pose. In Islington we have combined both panels into one, with the MARAC discussing actions for both victims and perpetrators of DV.

- 6.20 In Quarter 1, 20% of **repeat victims** of Domestic Violence were referred to the DV MARAC. The biennial review of our MARAC is underway and has already delivered positive changes. Islington was peer-reviewed by the Royal Borough of Kensington and Chelsea in March 2016, which provided a helpful external perspective on areas of strength and areas for improvement. We have already implemented some changes, with more to be implemented in the coming months.
- 6.21 One of the key changes has been to the repeat/review process. Previously, particularly high risk and/or complex cases were held open and reviewed at multiple meetings rather than closed and re-referred to subsequent meetings. Under the new approach, cases are heard at the MARAC to which they were referred and, unless the risk is exceptional, will be closed following the meeting. Should further incidents occur or the risk elevate, a repeat referral will be made. This has led to an increase in repeat referrals to the MARAC, ensuring better risk management and enabling a more accurate picture of repeat incidents within our high risk victim/survivors in line with national best practice guidance.
- 6.22 We have also seen increased referrals from the police following analysis of referral sources which identified a lower than expected rate of referrals. Work was undertaken with the police to ensure referrals were being made where appropriate.
- 6.23 **Referrals of 16-17 year olds** to the DV MARAC remain low, with none in Quarter 1. This is not unique to Islington but is something we are aware of and will address in the MARAC Review, auditing 16-17 year olds known to services where DV is present and track the response to these cases through MASE (Multi-Agency Sexual Exploitation Group), Bronze Panel, MARP (YOS Multi-Agency Risk Management Panel) to ensure a joined-up and robust response and avoid duplication of case discussion and effort.
- 6.24 Over the last quarter there has been an increase in the number of **referrals of perpetrators to the MARAC**. The MARAC Steering Group and Safer Islington Partnership members have reviewed the DVPPP in the light of changes to our MARAC and taken the decision to give more time to actions for perpetrators of Domestic Abuse during the monthly MARAC meeting.
- 6.25 Although similar to last year, the rate of sanctions for domestic abuse is well below target, reflecting the picture across London. This remains a challenge and the Council's Community Safety Partnership Unit is working with the police to improve overall sanction detection rate and rates for specific VAWG crimes.

Tackle Hate Crime

- 6.26 Islington's Hate Crime Strategy is continuing to be developed with presentations to the Safer Islington Partnership (SIP) Strategic Board, the community-led Hate Crime Forum and Safeguarding Adults Board in July. The strategy includes four key strands: raising awareness and increasing reporting, ensuring an effective operational response, supporting vulnerable victims and working in partnership with the community. Research is currently taking place on third party reporting options which could be adopted in Islington.
- 6.27 'Dip-sampling' of hate crime cases by community members is taking place to hold the police to account for their response to hate crime. The police now have a Hate Crime

Liaison Officer. Following comments from community members about the lack of follow up in cases, the Liaison Officer has been tasked with reviewing all cases and ensuring feedback as required.

6.28 Meetings have been held with partners including Adult Safeguarding and the Camden and Islington Lesbian, Gay, Bisexual, Transgender (LGBT) Forum to introduce **safe zones** in town centres and transport hubs in community buildings, fire stations, etc. to enable vulnerable adults and young people to access a safe haven when needed. This includes those who may have experienced hate crime including people with learning disabilities and the LGBT community as well as young people feeling threatened or unsafe.

7. Employment

Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2016/17	On/Off target	Same period last year	Better than last year?
<i>Support Islington residents into employment</i>	E1	a) Total number of people supported into paid work through council activity with sub-targets for:	Q	163	275	1,100	Off	225	No
		b) Islington parents of children aged 0-15	Q	62	96	385	Off	99	No
		c) Young people aged 18-25	Q	50	75	300	Off	55	No
		d) Disabled people / those with long term health conditions (E)	Q	22	50	200	Off	14	Yes
	E2	Percentage of residents supported into paid work through council activity, who remain in employment for at least 26 weeks	Q	N/A	n/a	55%	N/A	N/A	N/A
<i>Increase proportion of disabled people in employment (E)</i>	E3	Percentage gap between employment rate for residents with long term health conditions and overall Islington employment rate (E)	A	N/A Annual	N/A	14.2%	N/A	N/A Annual	N/A Annual
	E4	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit (E)	Q	12,620 (Nov 15)	N/A	12,550 (Nov 16)	Similar	N/A	N/A
<i>Promote and facilitate take up of apprenticeships</i>	E5	a) Number of people placed into council apprenticeships	Q	3	12	50	Off	4	No
		b) Number of people placed into external apprenticeships	Q	5	12	50	Off	7	No

Support Islington residents into employment

- 7.1 The number of **Islington residents supported into paid work** during Quarter 1 is significantly below target. There were 163 paid job outcomes to the end of June 2016 against a target of 275. Of these, 84 were achieved by the Council's iWork team in contrast to 154 achieved by the team for the same period last year. The numbers of **parents** and **young people** supporting into work were also proportionally below target. However the number of **disabled people and those with long term health conditions** supported into work has increased compared to the same period last year.
- 7.2 A number of factors have contributed to the underperformance in terms of people supported into work.
- A Central London Forward project which focused on supporting Jobseeker's Allowance (JSA) claimants into work finished in March 2016 and has not been replaced as the focus is now on ESA and the CLF Working Capital programme
 - The new focus of the iWork team on supporting those with long term health issues is impacting on the speed of clients' progression This client group is far more resource intensive and will take longer to move into work
 - There have been significantly less construction outputs in Quarter 1 than in the same quarter last year, but we do anticipate some recovery in Quarter 3 when we are expecting a volume of employment results, including apprenticeships linked to a major Berkeley homes development in City Road.
- 7.3 The target for 2016/17 was based upon the achievements of the previous year. However, this may prove unrealistic as we are not comparing like for like - not only is the client group more challenging, but the iWork team had been managing long term absence and there have been lower referrals from Jobcentre Plus. It is possible that the target for the year will not be reached, but we are addressing the issues by implementing a recovery plan which includes:
- Reviewing caseloads to ensure that staff time is being spent in the most effective way
 - iWork coaches will be learning ways of working from health specific projects including being supported to approach employers directly about specific clients .
 - New initiatives, such as the Working Capital project and Work and Wellbeing programme are being implemented which will increase resources available to work with clients with disabilities and long term health conditions
 - Streamlined management structure for the employment support service to improve focus and line management supervision – the iWork manager is now directly managing all coaches, and the iWork for Business acting manager is supervising all job brokerage and employer engagement
- 7.4 It has not been possible to obtain data on the number of **sustained job outcomes** (i.e. those who remain in work after 26 weeks) as the Learning, Skills and Employment service is in the process of replacing its database. The new database will make it far easier to track caseloads, job outcomes and sustainability, and will also allow the team to identify trends and underlying causes in terms of the numbers and profiles of residents supported into employment.

Increase proportion of disabled people in employment

- 7.5 Data for measuring the **employment gap** between disabled and overall working age people is only available on an annual basis with a significant time lag. **ESA data** for November 2015 indicates an increase in numbers on sickness benefits. However, February data has just been released and shows a welcome decrease in numbers on ESA (12,370). We are in the process of analysing this data to establish whether this is a national trend or whether it is Islington or London specific, potentially reflecting the increased effort and resources we are putting into this client group.
- 7.6 As already mentioned, the number of **disabled people supported into work** by Council services has increased. A number of new initiatives, including Working Capital and the Work and Wellbeing programme, will provide further capacity to progress this important equality objective.

Promoting apprenticeships

- 7.7 Although **apprenticeship starts** have been lower than anticipated, a number of offers were made, but starts have been delayed due to pre-employment checks. 13 apprentices were awaiting start dates at the end of Quarter 1 for council apprenticeships, and 8 positions were in recruitment stages. Several positions recruited to during Quarter 1 were aligned with the academic year, with young people due to start during August/September after leaving full time education. This is in line with best practice laid out by the Employment Commission.
- 7.8 The Youth Employment Team has recently secured an ESF contract to support young people not in education, employment or training (NEET) from specific backgrounds into apprenticeships and employment. Recruitment for a Youth Employment Officer post is now complete with a start date of 1 September.
- 7.9 Work is being done with senior managers to drive the number of council apprenticeships and a communications strategy has been drafted.
- 7.10 Work has started on preparing for the new Apprenticeships Levy which will come into effect from April 2017. The Levy will apply to all organisations with a payroll in excess of £3 million per annum (around 2% of all employers), regardless of whether they already employ Apprentices or not. It will be payable by employers in the UK at the rate of 0.5% of the payroll cost through PAYE alongside Income Tax and National Insurance. Employers will not pay the first £15k of the Levy, which effectively means that the Levy will only be payable on payrolls in excess of £3 million per year. All employers will be supported by the government with regards to the Apprenticeship training. In addition to the Levy, there is an additional requirement upon public sector organisations - 2.32% of their workforce must be Apprentices.

8. Resources - Finance, Customer Services and HR

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Optimise income collection</i>	R1	Percentage of council tax collected in year	M	28.4%	28.4%	96.3%	On	27.6%	Yes
	R2	Number of council tax payments collected by direct debit	M	59,374	59,000	59,000	On	57,588	Yes
	R3	Percentage of business rates collected in year	M	30.0%	35.4%	99.0%	Off	35.4%	No
<i>Improve customer access and experience through appropriate channels</i>	R4	Number of visits in person at Customer Contact Centre	M	49,371	46,250	185,000	No	50,384	Yes
	R5	Number of telephone calls through Contact Islington call centre	M	105,672	118,750	475,000	On	125,003	Yes
	R6	Number of online transactions	M	36,828	41,250	165,000	Off	31,684 (My E-Account)	Yes
	R7	Percentage of calls into Contact Islington handled appropriately	M	97.0%	97.0%	97.0%	On	97.5%	Similar
<i>Fair and effective management of council workforce</i>	R8	Average number of days lost per year through sickness absence per employee	Q	7.8	6.00	6.00	Off	6.8	No
	R9	Percentage of workforce who are agency staff	Q	13.5%	11.7%	11.7%	Off	14.8%	Yes
<i>Increased representation of BME / disabled staff at senior level (E)</i>	R10	a) Percentage of BME staff within the top 5% of earners (E)	Q	19.1%	20.6%	20.6%	Off	20.6%	No
		b) Percentage of disabled staff within the top 5% of earners (E)	Q	4.9%	4.8%	4.8%	On	4.7%	Yes

Income collection

- 8.1 Council Tax collection rates continue to hold up. The proportion of Council Tax collected in Quarter 1 is above target and above that for the same period last year, as are the number of payments collected by Direct Debit.
- 8.2 Business rates collection is 30%, below the target of 35.4% and the Quarter 1 figure for last year. However, we are confident that we will be back on track and will meet our end of year target.

- 8.3 We have had the first results of our 'Attack the Arrears' project on Council Tax which demonstrate that this initiative has been successful in reducing debt from previous years. We will continue this initiative in the current financial year, and also extend it to older business rates debt.

Improve customer access through appropriate channels

- 8.4 Good progress is being made in improving and expanding our online offer, making it easier for residents to access council services digitally, and reducing the need to phone or visit in person. This is reflected in the Quarter 1 figures, with the **number of visits** to our Customer Centre and the **number of telephone calls** to Contact Islington both lower than the same period last year. NB: the number of calls is based on the number answered, rather than the total number of calls made (calls 'offered') which includes some abandoned calls.
- 8.5 There has been a corresponding increase in the **number of digital transactions**. The measure for digital transactions has been changed from My E-Account transactions to all online transactions. This is to reflect the fact that there are now a number of ways residents can transact online, in addition to My E-Account.
- 8.6 We anticipate increased access via our online channels over the year. Our new website goes live in August and a communications campaign is planned to raise awareness of our online offer as an easy and convenient contact channel. Plans to further increase the take-up of our housing repairs and council tax online services are under discussion. We will also see the introduction of intelligent voice recognition (IVR) in the autumn which will enable end to end transactions by phone.

Fair and effective management of council workforce

- 8.7 **Sickness absence** continues to rise, with the average number of days in Quarter 1 above target and higher than the same period last year.
- 8.8 There are differences across council departments in terms of the reasons for sick leave. In Public Health, 43.2% of sickness is due to infections and 16.8% to digestion issues. Whereas in those departments where there are more manual workers some of the highest sickness is caused by musculo-skeletal problems (including back and neck). In Environment & Regeneration 25.6% of sick leave is attributed to musculo-skeletal causes, and 23.7% in Housing & Adult Social Services. Stress/Depression/Anxiety and Mental Health issues are affecting 16.9% of employees across the council with this being the most prevalent reason for absence in the Chief Executive's department (17.1%), compared to only 2.1% of absences in Public Health. The London Councils average absence rate related to stress, anxiety and depression is 17.8%.
- 8.9 We are making slow but steady progress in reducing the **proportion of agency workers** in our workforce. At the end of Quarter 1, the figure was 13.5%, better than the same period last year and below the London Councils average of 14.7%. Progress on actions being taken to reduce reliance on agency works was last reported to the committee in July.

Progression of BME and disabled staff

- 8.10 The **proportion of BME staff in the top 5%** of employees has fallen marginally this quarter. The council is currently implementing the second round of its Inspiring Leaders programme which is a key element of the actions being taken to improve the position of groups unrepresented at this level.
- 8.11 The **proportion of disabled staff in the top 5%** of employees on the other hand has risen from 3.5% to 4.9%. This group is also targeted in the Inspiring Leaders Programme.

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Final Report Clearance

Signed by Date

Received by Date

Corporate performance indicators and targets 2016-17

ADULT SOCIAL SERVICES							
Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
Support older and disabled adults to live independently	ASC1	NEW: Delayed transfers of care (delayed days) from hospital per 100,000 population aged 18+	Quarterly	685.8	N/A	N/A	Target set by Better Care Fund. This measures our ability to put in place support arrangements for vulnerable adults leaving hospital NB: Issues with data collection in previous years means that there are no reliable figures for 2014/15 and 15/16
	ASC2	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	Quarterly	92%	89.2%	84.7%	Target set by the Better Care Fund. This would put Islington in the top quartile for similar local authorities.
	ASC3	Percentage of service users receiving services in the community through Direct Payments	Monthly	40.0%	30.9%	31.4%	
Support those who are no longer able to live independently	ASC4	Number of new permanent admissions to residential and nursing care	Monthly	105	106	125	Target set by Better Care Fund.
Support carers	ASC5	Carers' reported quality of life	Annual (Survey July)	8	7.6	new indicator	Based on responses in Annual Carers Survey. Composite measure using responses to survey questions covering 6 domains: occupation, control, personal care, safety, social participation and encouragement and support. For each area, carers are asked to say whether they have all needs met, some needs met or no needs met. Max score for each domain 2. Max total score is 12.
Tackle social isolation faced by disabled people and other vulnerable adults (E)	ASC6	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact. (E)	Annual (July survey)	70%	64.2%	N/A	

CHILDREN'S SERVICES							
Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Improve access to and uptake of good quality Early Years provision</i>	CS1	Percentage of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after	Termly (July, November & March)	72%	63% (704)	55% (634)	The % is based on the number of children in funded places compared to the size of the list of eligible parents received from the DWP. The figure for 2015/16 reflects 63% of eligible children in places.
	CS2	Percentage of families with under-5s registered at a Children's Centre	Termly (July, November & March)	92%	91%	88%	The 97% target reflected the requirement for 'outstanding' in the Ofsted Children's Centre Inspection Framework. However, inspections under this framework are currently on hold. This is a stretch target, as our reach is already very high.
	CS3	Number of active childminders	Quarterly	195	187	191	
<i>Support families facing multiple challenges and disadvantage</i>	CS4	Number of families in Stronger Families programme with successful outcomes as measured by payment by results	2 claims a year - September and January for 15/16	100	30 families (4%) (Phase 2)	815 families (100%) (Phase 1 - cumulative over 4 years)	There are different criteria for Phase 1 and Phase 2 in this programme, so the numbers are not comparable.
<i>Safeguard vulnerable children</i>	CS5	Number of new mainstream foster carers recruited in Islington	Monthly	12	9	New indicator	
	CS6	Number of children missing from care	Monthly	10 or fewer	18	New indicator	
<i>Ensure all pupils receive a good education in our schools</i>	CS7	Percentage of primary school children who are persistently absent (defined as below 90% attendance)	Termly (July, November & March)	11% or below	9.5%	New indicator	The target reflects the government's new, stricter, definition of persistent absence
	CS8	Number of children in Alternative Provision	Quarterly	100 or fewer	127	153	
	CS9	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	Annual	At or above the inner London average	57.9%	59.9%	Inner London average for 2015/16 was 59.7%.
<i>Ensure suitable pathways for all school leavers</i>	CS10	Percentage of Islington school leavers in Year 11 who move into sustained education or training	Report after year end	98%	96.7%	94.4%	

CRIME & COMMUNITY SAFETY

Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Reduce youth crime and reoffending</i>	CR1	NEW: Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system	Quarterly	85%	80%	86%	MOPAC Target
	CR2	Number of first time entrants into Youth Justice System	Quarterly	95 or fewer	102	90	MOPAC Target
	CR3	Percentage of repeat young offenders (under 18s)	Quarterly	43% or below	48%	43%	MOPAC Target
	CR4	NEW: Number of custodial sentences for young offenders	Quarterly	35 or fewer	37	30	Islington has a relatively high rate compared to other areas. Our focus is on preventing young people receiving a custodial sentence as future outcomes are worse if they do
	CR5	Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc.) after committing a violent offence	Quarterly	329	346	364	Target is based on a 5% decrease on 2015/16. This measure only captures those who have received an outcome
<i>Increase the number of offenders on to Education, Training & Employment</i>	CR6	NEW: Number of Integrated Offender Management (IOM) cohort in employment	Quarterly	25	25	26	MOPAC Target NB: these will also be included in the Council's Employment support target
	CR7	NEW: Number of IOM cohort in education and training	Quarterly	25	57	32	MOPAC Target
<i>Ensure an effective response for victims of crime and anti-social behaviour</i>	CR8	NEW: Number of repeat ASB complainants to Police and Council	Quarterly	53	55	52	MOPAC Target – Repeat callers are those who call 10 + times, identified through analysis of police 101 & 999 and council ASB line calls
	CR9	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Quarterly	38%	40%	36%	
	CR10	Percentage of housing ASB cases that result in enforcement action	Quarterly	35%	36%	32%	Enforcement actions include use of Notices Serving Possession, Injunctions, Possession Orders and Eviction Orders as an appropriate action.

CRIME & COMMUNITY SAFETY (continued)

Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Tackle Violence against Women and Girls (VAWG)</i>	CR11	NEW: Percentage of repeat victims referred to the Domestic Violence MARAC	Quarterly	15%	10.6%	14.4%	MOPAC Target - linked to Domestic Violence MARAC (Multi-Agency Risk Assessment Conference)
	CR12	NEW: Number of young victims (aged 16 - 18) referred to the MARAC	Quarterly	10	4	6	MOPAC Target
	CR13	NEW: Number of domestic violence perpetrators with complex needs referred to the Domestic Violence MARAC	Quarterly	72	53	63	MOPAC Target
	CR14	NEW: Rate of domestic abuse sanction detections	Quarterly	40%	34%	39%	MOPAC Target
<i>Tackle hate crime through increased reporting and detection (E)</i>	CR15	a) Number of Homophobic Offences reported to police (E)	Quarterly	96	87	86	In order to tackle hate crime, we need to encourage people to feel able to report it and, when they do, provide reassurance that more reports will actually result in a detection The targets set for 2016-17 aim for a 10% increase on 2015/16
		b) Number of Homophobic Offences detected by police (sanction detections) (E)	Quarterly	30	27	14	
	CR16	a) Number of Racist Offences reported to police (E)	Quarterly	638	580	517	
		b) Number of Racist Offences detected by police (sanction detections) (E)	Quarterly	210	191	179	
	CR17	a) Number of Disability Hate Offences reported to police (E)	Quarterly	19	17	10	
		b) Number of Disability Hate Offences detected by police (sanction detections) (E)	Quarterly	3	3	0	
	CR18	a) Number of Faith Hate Crime Offences reported to police (E)	Quarterly	77	70	53	
		b) Number of Faith Hate Crime Offences detected by police (sanction detections) (E)	Quarterly	19	17	9	

EMPLOYMENT

Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Support Islington residents with more complex needs into sustained employment</i>	E1	a) Total number of people supported into paid work through council activity, with sub-targets for:	Quarterly	1,100	1,153	1,023	The target for 2016-17 is slightly below last year's achievement to reflect a decrease in resources together with a renewed focus on those who face significant barriers into employment.
		b) Islington parents of children aged 0-15	Quarterly	385	385	389	Individuals can be counted under more than one sub-target e.g. disabled and a parent, or young person and apprentice – but will only be counted once in the overall figure
		c) Young people aged 18-25	Quarterly	300	342	237	
		d) Disabled people / those with long term health conditions (E)	Quarterly	200	192	43	The overall target and the sub-targets include apprenticeships and offenders from the Integrated Offender Management (IOM) programme
	E2	Percentage of residents supported into paid work through council activity, who remain in employment for at least 26 weeks	Quarterly	55%	149	New indicator	Sustained employment will be measured by contacting clients six months after they've taken up their new job to see if they are still in employment (so anyone not yet in work for 6 months will not be counted in the figure)
<i>Increase proportion of disabled people in employment (E)</i>	E3	Percentage gap between employment rate for residents with long term health conditions and overall Islington employment rate (E)	Annual (1year + data lag)	14.2%	tbc (data not yet released)	17.3%	Data source is the Annual Population Survey of the Labour Force Survey; with substantial lag in reporting. Target is to reduce the gap from 15.7% in 2013-14 to 13.2% by March 2019
	E4	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit (E)	Quarterly (6 months in arrears)	12,550 (Nov 16)	12,620 (Nov 15)	12,820 (Nov 14)	Equalities target. Aiming to reduce figures to 10,125 by 2019 This was calculated on the Inner London average ESA claimant rate at the time and the size of the reduction Islington would need to achieve to meet this (reduction of 2,695 by 2019)
<i>Promote apprenticeships</i>	E5	Number of people supported into an apprenticeship:					
		a) Within the council	Quarterly	50	44	34	These targets do not reflect the requirements under the Apprenticeships Levy. This comes into effect from April 2017 and targets for internal and external apprenticeships will reflect the new requirements
		b) With an external employer	Quarterly	50	60	New indicator	NB: These figures are also included in the overall target of people supported into employment (above)

ENVIRONMENT & REGENERATION

Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Effective disposal of waste and recycling</i>	ER1	Percentage of household waste recycled and composted	Monthly	35.2%	Tbc (mid-August)	32.8%	Target for 16/17 is a North London Waste Authority (NLWA) target.
	ER2	Number of missed waste collections - domestic and commercial (per calendar month)	Monthly	450	407	380	To put this in context, there are around 2.08 million waste collections each month
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within the target (majors)	Monthly	85%	82.5%	86.5%	For "others" 85% would place Islington in the (top quartile in London)
		b) Percentage of planning applications determined within the target (minors)	Monthly	84%	83.7%	80.7%	
		c) Percentage of planning applications determined within the target (others)	Monthly	85%	86.0%	86.2%	
<i>Promote and increase use of libraries and leisure centres</i>	ER4	Number of leisure visits	Quarterly	2.145m	2.382m	2.062m	2% increase on 14/15 baseline and contractual with GLL for 15 years.
	ER5	Number of library visits	Quarterly	1.021m	1.021m	1.073m	16/17 target is to maintain 15/16 levels.
<i>Tackle fuel poverty</i>	ER6	Residents' energy cost savings (annualised)	Quarterly	£223,500	£228,000	£269,770	The target for 2016/17 reflects an anticipated reduction in Energy Doctor visits (from 800 to 750), and Warm Home Discounts (from 1184 to 800) due to planned Government changes) Referrals to these services are made through SHINE - the Seasonal Health Intervention Network The costs savings are based on an average £90 per household from an Energy Doctor visit and £140 per household from Warm Homes Discount

RESOURCES: FINANCE, CUSTOMER SERVICES & HR

Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Optimise income collection</i>	R1	Percentage of council tax collected in year	Monthly	96.5%	96.5%	96.3%	
	R2	Number of council tax payments collected by direct debit	Monthly	59,000	57,354	56,101	
	R3	Percentage of business rates collected in year	Monthly	99.0%	99.1%	99.0%	
<i>Improve customer access and experience through appropriate channels</i>	R4	Number of visits in person at Customer Contact Centre	Monthly	185,000	189,096	199,897	This target aims for a 2.5% reduction in visitor volumes as more residents are encouraged to go online
	R5	Number of telephone calls through Contact Islington call centre	Monthly	475,000	497,530	526,993	This target aims for a 4.5% reduction on 15/16, again reflecting a shift to online transactions
	R6	Number of online transactions	Monthly	165,000	147,159	119,267	The target for 16/17 is a 12% increase in online transactions. This includes transactions through My e-Account, the business portal, housing repairs and the 'Say I do' sites.
	R7	Percentage of calls into Contact Islington handled appropriately	Monthly	97.0%	98.0%	97.0%	'Appropriately' is based on 10 criteria including questioning skills, listening, being polite and friendly, offering the most appropriate solution, and clearly explaining next steps
<i>Fair and effective management of council workforce</i>	R8	Average number of days lost per year through sickness absence per employee	Quarterly	6.00	7.10	6.89	
	R9	Percentage of workforce who are agency staff	Quarterly	11.7%	13.2%	16.7%	Long term target is to reduce agency staff to 10% by March 2018
<i>Increased representation of BME / disabled staff at senior level (E)</i>	R10	Percentage of BME staff within the top 5% of earners (E)	Quarterly	20.6%	19.6%	20.0%	Equalities target: Aim is to achieve even progression across all groups by 2019 and to increase the proportion of BME staff in senior management roles.
		Percentage of disabled staff within the top 5% of earners (E)	Quarterly	4.8%	3.5%	4.2%	

HOUSING

Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Increase the supply of and access to suitable affordable homes</i>	H1	Number of affordable new council and housing association homes built	Quarterly	460	241	252	Four year target of 2,000 by end of Mar 2019. By affordable housing we mean Social Rented and Shared Ownership
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Quarterly	78	78		This is the same as 2015-16's 'Actual' figure and will be extremely hard to achieve given the reduction in lettings from the forced sale of high value council homes.
	H3	Number of under-occupied households that have downsized	Quarterly	200	179	170	
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	Monthly	85.0%	84.5%	90.3%	'Fixed first time' puts the focus upon resolving repairs in a single visit.
	H5	Major works open over three months as a % of Partners' total completed major works repairs	Monthly	1.0%	1.6%	New indicator	We want this to be as near to 0% as possible. We are aiming for all major works by Partners to be completed in 3 months
	H6	a) Rent arrears as a proportion of the rent roll - LBI	Monthly	2.0%	1.7%	1.8%	
b) Rent arrears as a proportion of the rent roll - Partners		Monthly	2.0%	2.2%	2.3%		
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	Monthly	400	375	396	
	H8	Number of households in nightly-booked temporary accommodation	Monthly	400	500	457	

PUBLIC HEALTH

Objective	PI No.	Indicator	Frequency	2016/17 Target	2015/16 Actual	2014/15 Actual	Comments
<i>Promote wellbeing in early years</i>	PH1	NEW: Proportion of new births that received a health visit	Quarterly	90%	91.8% (Q3)	New indicator	In 2016, responsibility for health visits moved from the NHS to local authorities
	PH2	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Quarterly	95%	89% (Q3)	93.6%	
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Quarterly	95%	88% (Q3)	89.7%	
<i>Reduce prevalence of smoking</i>	PH3	a) Number of smokers accessing stop smoking services	Quarterly	1,400	1,682 (Q3)	2,762	The lower target reflects the decrease of the value of the contract while new service is being shaped.
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Quarterly	49%	49% (Q3)	46%	The target is an average across different strands of the programme. The rate was reduced due to the decrease of the value of the contract while a new service offer is being shaped.
<i>Early detection of health risks</i>	PH4	a) Percentage of eligible population (35-74) who have been offered an NHS Health Check	Quarterly	20.0%	29.0%	22.5%	This is a five year rolling programme – aiming at 20% of the eligible population each year.
		b) Percentage of those invited who take up the offer of an NHS Health Check	Quarterly	66.0%	52.0%	66.9%	This is an aspirational target, set nationally.
<i>Tackle mental health issues</i>	PH5	a) Number of people entering treatment with the IAPT (Improving Access to Psychological Therapies) service	Quarterly	4,655	5,357	4,534	
		b) Percentage of those entering IAPT treatment who recover	Quarterly	50%	48%	New indicator	
<i>Effective treatment for substance misuse</i>	PH6	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	Quarterly (with 6 month delay)	20%	18.1%	New indicator	
		Percentage of alcohol users who successfully complete the treatment plan	Quarterly	42%	40.1%	New indicator	
<i>Improve sexual health</i>	PH7	NEW: Proportion of adults with a late diagnosis of HIV	Quarterly	25%	N/A	N/A	This measures the success of our sexual health services in encouraging people to have HIV tests, to reduce late diagnosis for HIV.

Quarter 1 data for other corporate performance indicators

Adult Social Care									
Objective	PI No.	Indicator	Frequency	Actual Q1 Apr-Jun	Expected profile Q1	Target 2016-17	On/Off target (compared to profile)	Same period last year	Better than last year?
<i>Support older and disabled adults to live independently</i>	ASC1	Delayed transfers of care (delayed days) from hospital per 100,000 population aged 18+	Q	620.7	624.4	685.8	On	577.9	No
	ASC2	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	91%	92%	92%	On	86.1%	Yes
	ASC3	Percentage of service users receiving services in the community through Direct Payments	M	30.5%	35%	35%	Off	30.3%	Same
<i>Support those who are no longer able to live independently</i>	ASC4	Number of new permanent admissions to residential and nursing care	M	37	N/A	105	N/A	34	No
<i>Support carers</i>	ASC5	Carers who say that they have some or all of their needs met (Score out of 12)	A	7.3	N/A	8	N/A	N/A	N/A
<i>Tackle social isolation faced by adult social care users (E)</i>	ASC6	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact (E)	A	64%	N/A	70%	N/A	N/A	N/A

Children's Services									
Objective	PI No.	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Improve access to and uptake of good quality Early Years provision</i>	CS1	Percentage 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 (Jul, Nov & Mar)	72%	66%	72%	On	53%	Yes
	CS2	Percentage of families with under-5s registered at a Children's Centre	T (Jul, Nov & Mar)	95% (15/16 full year)	n/a (termly indicator)	92%	n/a	88%	Similar
	CS3	Number of active childminders	Q	192	189	195	On	192	Similar
<i>Support families facing multiple challenges and disadvantage</i>	CS4	Number of families in Stronger Families programme with successful outcomes as measured by payment by results	Sept and Jan	30 (claim in Jan 2016)	n/a (next claim in Sept 2016)	100	n/a	n/a no Phase 2 claims at this point	n/a
<i>Safeguard vulnerable children</i>	CS5	Number of new mainstream foster carers recruited in Islington	M	1	3	12	Off	1	Similar
	CS6	Number of children missing from care	M	16 (June 2016)	10 or fewer	10	Off	14 (June 2015)	Similar
<i>Ensure all pupils receive a good education in our schools</i>	CS7	Percentage of primary school children who are persistently absent (below 90% attendance)	T (Jul, Nov & Mar)	9.5% (Autumn term 15/16)	11%	11% or below	On	11.4% (Autumn term 14/15)	n/a
	CS8	Number of children in Alternative Provision	Q	130 (At end Q1) 97 for 16/17 cohort	n/a	100 or fewer	TBC	160 (At end Q1) 106 for 16/17 cohort	Yes
	CS9	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	A	57.9% (2014/15 revised results)	n/a (Prov. data available autumn)	At or above the Inner London average	n/a	59.9% (13/14)	No
<i>Ensure suitable pathways for all school leavers</i>	CS10	Percentage of Islington school leavers in Year 11 who move into sustained education or training	A	96.7% (April 2016)	n/a (Annual indicator)	98%	n/a	94.4% (April 2015)	Yes

Environment & Regeneration

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Effective disposal of waste and recycling</i>	ER1	Percentage of household waste recycled and composted	M	N/A	35.2%	35.2%	N/A	32.8% (14/15)	N/A
	ER2	Number of missed waste collections - domestic and commercial (per calendar month)	M	441 (Q1 average)	450	450	On	387	No
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within 13 weeks or agreed time (majors)	M	90.0%	85%	85%	On	91.7%	No
		b) Percentage of planning applications determined within the target (minors)	M	80.2%	84%	84%	Off	88.9%	No
		c) Percentage of planning applications determined within the target (others)	M	81.3%	85%	85%	Off	89.4%	No
<i>Promote and increase use of libraries and leisure centres</i>	ER4	Number of leisure visits	Q	623,661	512,609	2.145m	On	585,942	Yes
	ER5	Number of library visits	Q	275,341	255,526	1.021m	On	253,870	Yes
<i>Tackle fuel poverty</i>	ER6	Residents' energy cost savings (annualised)	Q	£25,616	£24,450	£223,500	On	N/A	N/A

Housing

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Increase supply of and access to suitable affordable homes</i>	H1	Number of affordable new council and housing association homes built	Q	78	N/A	460	N/A	43	Yes
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	35	41	78	Off	15	Yes
	H3	Number of under-occupied households that have downsized	Q	37	41	200	Off	42	No
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	M	84.6%	85.0%	85.0%	On	85.1%	Same
	H5	Major works open over three months as a percentage of Partners' total completed major works repairs	M	2.7%	1.0%	1.0%	Off	2.0%	No
	H6	a) Rent arrears as a proportion of the rent roll - LBI	M	1.8%	2.0%	2.0%	Off	1.7%	No
b) Rent arrears as a proportion of the rent roll - Partners		M	2.4%	2.0%	2.0%	Off	2.3%	No	
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	M	119	100	400	Off	100	No
	H8	Number of households in nightly-booked temporary accommodation	M	467	485	440	On	471	Yes

Public Health

Objective	PI No	Indicator	Frequency	Q1 Actual Apr-Jun	Q1 Target Apr-Jun	Target 2016-17	On/Off target	Same period last year	Better than last year?
<i>Promote wellbeing in early years</i>	PH1	Proportion of new births that received a health visit	Q	data not yet available	90%	90%	data not yet available	N/A new indicator	N/A new indicator
	PH2	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	92% (Q4 15/16)	95%	95%	Off	93% (Q4 14/15)	No
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	90% (Q4 15/16)	95%	95%	Off	90% (Q4 14/15)	Same
<i>Reduce prevalence of smoking</i>	PH3	a) Number of smokers accessing stop smoking services	Q	577 (Q4 15/16)	350	1,400	On	751 (Q4 14/15)	No
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	44% (Q4 15/16)	54%	54%	Off	46% (Q4 14/15)	No
<i>Early detection of health risks</i>	PH4	a) Percentage of eligible population (35-74) who have been offered an NHS Health Check	Q	10%	8.5%	20%	On	9%	Yes
		b) Percentage of those invited who take up the offer of an NHS Health Check	Q	35%	66%	66%	Off	46%	No
<i>Tackle mental health issues</i>	PH5	a) Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies) for depression or anxiety	Q	1,147	1,164	4,655	On	1406	No
		b) Percentage of those entering IAPT treatment who recover	Q	52%	50%	50%	On	47%	Yes
<i>Effective treatment for substance misuse</i>	PH6	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	18% (Q4 15/16)	15%	15%	On	6% (Q4 14/15)	Yes
	PH7	Percentage of alcohol users who successfully complete their treatment plan	Q	40%	40%	40%	On	35% (Q4 14/15)	Yes
<i>Improve Sexual Health</i>	PH8	Proportion of adults newly diagnosed with HIV with a late diagnosis (CD4 count less than 350 cells per mm).	Q	19%	25%	25%	On	N/A new indicator	N/A new indicator

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

**Report of: Assistant Director, Service Finance
on behalf of the Commissioning and Procurement Board**

Meeting of:	Date	Agenda item	Ward(s)
Policy and Performance Scrutiny Committee	19 September 2016		All

Delete as appropriate		Non-exempt	
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SUBJECT: Procurement Processes – Update report to the Policy and Performance Scrutiny Committee (19 September 2016)

1. Synopsis

- 1.1 This report is the bi-annual update to the Policy and Performance Scrutiny Committee (the ‘Committee’) to enable the Committee to maintain an overview of the work of the Commissioning and Procurement Board and the Council’s contract spend.
- 1.2 The report forms part of the implementation of the agreed decisions of the Executive on 18 September 2014 following a year-long review of the Council’s procurement process by the Committee. The last such report was presented to the Committee in 11 February 2016.

2. Recommendations

- 2.1 To note the recent work of the Commissioning and Procurement Board from January 2016 to June 2016 as set out in this report.
- 2.2 To note the actions of Strategic Procurement and the Commissioning and Procurement Board in following up the recommendations of the Committee.

3. Background

- 3.1 The Committee undertook a year-long review of procurement processes and key areas of Council spend. The Executive in response decided that the Board should provide the Committee with a bi-annual report on its work. The report is to enable the Committee to maintain an overview of the work of the Board and contract spend. This report covers the work of the Board from January 2016 to June 2016.
- 3.2 This report is divided into two parts: Part A and Part B. Part A provides a summary of general updates on the matters agreed by the Executive. Part B provides the second bi-annual report from the Board to the Committee detailing the specific procurement reviews that took place in the period in question.

PART A: Summary regarding matters agreed by the Executive

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

The Committee has previously noted that oversight of the voluntary and community sector is managed by the Third Sector Strategic Forum (TSSF), under the remit of the Assistant Chief Executive. However, it has also been noted the work which the Board has with Strategic Procurement in supporting the voluntary and community sector.

Strategic Procurement is publishing all agreements over £5,000 in aggregate value on the Council's transparency pages. A full list for the last two financial years is available, along with the addresses of providers. The open access format allows the voluntary sector to cut, sort and filter what has been commissioned, for what value and for how long.

The Committee was interested in understanding the size of the organisations with which the Council is working. We have written out to all Council suppliers and thus far has 1250 returns. Of those 1250 returns we can confirm that 43% were micro, 35% were small, 15% were medium and 7% were large based on the European standard definition:

Company category	Employee	Turnover	Balance sheet
Medium-sized	< 250	≤ € 50 m	≤ € 43 m
Small	< 50	≤ € 10 m	≤ € 10 m
Micro	< 10	≤ € 2 m	≤ € 2 m

How to use the table:

- If you have less than 10 staff; a turnover less than or equal to €2million; and a balance sheet less than or equal to €2million; then your organisation is 'Micro'.
- If however, your employees, turnover or balance sheet went to a higher level e.g. you have 15 employees, then you move to the next category level, in this case 'Small'.

We are committed to continuing to establish who we trade with for the Committee and to meet

our legal requirements under the Transparency Code for Local Government 2015.

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

As reported previously, Social Value is a standard consideration of each procurement business case and procurement strategy report. The Board oversee and challenge Social Value and there is a specific Board member with responsibility for social value. Social Value considerations are regularly built into the questions asked as part of procured activities and guidance is in place to support commissioning officers. The Committee will note in the improvements in Social Value consideration as part of the individual challenge processes in Part B of these reports.

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

The Board directly oversee and challenge the procurement of all significant housing contracts to safeguard quality assurance to ensure value for money. In the last report, we confirmed we had commissioned introduction training on Contract Management and Supplier Relationship Management and six sessions of this training had been delivered. The Committee expressed an interest in how this training had been received. The reaction has been summarised from each of the 80 attendees' feedback sheets and is presented in Appendix A to this report.

3.6 Action 4: London Living Wage.

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

As per last report, these actions have been fully implemented and thus no longer form part of the report.

3.7 Action 6: Raising the threshold in the Procurement Rules that triggers the requirement for competitive tenders.

We reported in February 2016 that the threshold in the Procurement Rules that triggers the requirement for competitive tenders had been raised to the Public Contracts Regulations 2015 supplies and services threshold (£164,176 with effect from 1 January 2016). The same threshold has been set for concession contracts (or contracts for income).

The Committee tasked the Head of Strategic Procurement to see whether this could be set higher for types of procurement, particularly those where the voluntary and community sector may wish to bid. The Head of Strategic Procurement noted that the Public Contract Regulations do not require this threshold to be applied to works or concessions contracts or to those under the legal definition of light-touch services. Light-touch services are very specifically defined in law and those which tend to attract less cross-border competition e.g. certain social, health and education services. These light-touch services are also those where the voluntary and community sector tend to bid.

A proposal was put forward to the Board, the Monitoring Officer and ultimately Full Council. It was agreed when procuring these contracts a higher threshold could be set above which formal tendering would be required. For concessions, works and light-touch services formal tendering

is now only be required where the estimated spend or income under the contract exceeds £500k revenue or £1m Capital.

It is important to ensure there is still proper testing of the market and transparency. For contracts with a value between this new threshold and the existing threshold it was agreed at Full Council that a minimum of four (4) providers are invited directly to bid (or 5 in the case of contracts exceeding £250k revenue of £500k capital). A requirement has been written into the Procurement Rules to require a local provider to be invited wherever one is available for these direct invitations.

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

Strategic Procurement two bi-monthly Supplier Registration Days. The days assist potential providers to register on the London Tenders Portal and are advertised on the Council's website. Islington has now had an e-tendering system in place for a decade and as suppliers increasingly become more e-enabled, interest in these days has waned with some sessions now receiving no supplier attendees. Staff members continue with normal office duties from a public meeting room. Whilst there is no significant detriment to work undertaken by staff members, this does result in public meeting rooms being unnecessarily blocked for public meetings. It is therefore proposed to reduce the number of these days from 12 per financial year to 6 per financial year from quarter 4 of 2016/17.

In the September 2015 report to the Committee we reported that we have re-commissioned the training workshops from a local provider for local providers. The sessions have been centred on the areas which providers have told us they wanted. In the six month period that this report covers the following have been delivered (approximately one workshop per calendar month:

- Consortia Bidding Worksop x 2 workshops
(19 January and 31 May 2016) – 8 x attendees
- Completing a PQQ workshop x 2 workshops
(09 February and 1 June 2016) – 17 x attendees
- Completing an ITT Workshop x 2 workshops
(23 February and 24 May 2016) – 23 x attendees.

The Committee also expressed an interest in some performance data on the new provider. Performance information representing their first full year of delivery is included within Appendix B. The feedback was very favourable with almost all providers agreeing or agreeing strongly to the relevant statements.

3.9 Action 8. Maintain tight control over the use of consultants.

The Council has a rigorous process to understand and control the use of consultants and endorses the need for that process to continue to be adhered to across the Council. Engagement of a consultant requires completion of a business case with the support of the Corporate Director and/or Assistant Chief Executive, along with approval of the consultancy business case panel. An independent audit has been completed to provide quality reassurance on the process. The Head of Strategic Procurement (or his representative) will also advise where it is more appropriate to directly employ a member of staff. The Board oversee the panel members and have provided refreshed names.

An independent audit was held in regards to consultancy. This identified improvements which could be made to the Council's intranet – all of which have been actioned. The guidance for the procurement of consultants available on the Strategic Procurement intranet pages has been updated with new best practice to reflect requirements for ensuring appropriate vetting arrangements are undertaken when appointing consultants, to ensure where applicable, the identity, DBS status, and experience/qualifications held are verified.

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

3.10 Action: A bi-annual report to the Committee for information to enable the committee to maintain an overview of the work of the Board and of contract spend.

Overview of the work

The Board brings together senior/chief officers from each Council department and the Executive Member with responsibility for procurement to oversee procurement processes and contract spend.

3.11 CMB commissioned the End-to-End Review of Supply Chain Management. The Board were tasked with maintaining an overview of the outcomes of the review and ensuring its recommendations are delivered. We reported last time that the Board has been overseeing the next recommendation to be delivered: the introduction of a Supply Chain Practitioners Group.

The Head of Strategic Procurement arranged with the Monitoring Officer for the Council's Constitution to be updated to reflect the Supply Chain Practitioners Group and set a broad set of outcomes to be delivered. Strategic Procurement worked with departments to pull together an operational management group to review appropriate supply chain matters.

The scheduled bi-monthly meetings of the Supply Chain Practitioners have now taken place with agenda items covering:

- the scope of Supply Chain Practitioners/terms of reference
- spend analysis of all departments and options for collaborative working
- Social Value including presentations from the Prince of Wales Trust
- Changes to Procurement Rules and guidance
- Contract Management and Supplier Relationship Management training
- Understanding achieving best value
- Democratic Process and governance matters.

3.12 The Procurement Strategy agreed by the Executive is now supported by the more operational Procurement Service Plan, overseen by the Board. The Board have now requested a review on the progress of the Procurement Service Plan, which is scheduled for quarter 3 of 2016/17.

3.13 Following the changes to the Procurement Rules in June 2016, the Board agreed a new simplified diagram for communicating the changes. Work has commenced updating Procurement Toolkit which supports departments in adhering to Procurement Rules with resources allocated for the third quarter of 2016/17 financial year.

3.14 The Board have maintained an oversight of the messages delivered by Strategic Procurement

to all staff. The messages are delivered through IC Bulletin and Managers' Bulletin instead of a separate newsletter since January 2016.

3.15 The Board continue to oversee the transparency publication of the Council. The data is managed by the Strategic Procurement team and presented on a calendar monthly basis to the Board for comment/review (see Spend Overview for details). The Council is required to “publish details of any contract, commissioned activity, purchase order, framework agreement and any other legally enforceable agreement with a value that exceeds £5,000.”

3.16 The Community Right to Challenge is operated by Strategic Procurement and overseen by the Board. The window for this financial year for groups, such as local community and faith groups, to express their interest in running existing Council services was open from 1 September 2016 until 31 October 2016. This is a legal requirement for the Council to complete. We will update the Committee on any expressions of interest in the next report when the window is concluded.

3.17 Spend Overview

In 2014/15 the Council had 7,133 suppliers and a total spend £515,196,339.41. For 2015/16, the Board changes to look at in-year spend, as opposed to spend a year in arrears. This allowed the Board to more closely monitor spend and tackle areas of concern more quickly.

3.18 In 2015/16 the Council has had a total spend of £495,572,299.58. The total number of suppliers used was 6,190. This was a reduction of about £20million and 1,000 suppliers.

3.19 The spend includes all non-payroll transactions and therefore also includes spend that cannot be influenced e.g. levies, transfer payments and fees the Council must pay, such as those to the Greater London Authority (GLA) and pension fund contributions.

3.20 Spend also includes direct payments to residents and grants, thus is not all contractual procurement spend. The true procurement spend is in the region of about three fifths of the total spend. The Board oversaw spend which aggregated above £5,000 for the year.

3.21 There are 2678 suppliers with whom the Council has spent above £5,000 with a total value of £491,773,329.71. Items to note were:

- 2409 Suppliers were in contract or in process of being re-procured, which accounted for a total value of £345,136,162.29
- 248 Suppliers were associated to arrangements which cannot be influenced such as levies, transfer payments, which accounted for a total value of £144,308,815.68
- 21 Suppliers warranted further investigation with relevant parties in departments. The total value of these arrangements was £2,328,351.74. Whilst this seems an increase, this is because in the past the Board focussed to £75,000 and above and have now changed this to £5,000 and above, as the higher entries have all been resolved.

3.22 Procurement Challenges

The Board has maintained its Constitutional responsibility to “challenge the approach and strategy of commissioning officers across the Council for the purposes of improving efficiency”.

3.23 The process of reviewing and challenging a commission to be procured is very time consuming and needs a very significant amount of input to effectively consider the decision, identify improvements and give reassurance that value for money will be achieved.

3.24 The Board has challenged planned commissioning approaches for example:

- Voice over Internet Protocol (VOIP) Software Licences and Engineering Support – a category of hardware and software that enables people to use the Internet as the transmission medium for telephone calls. The Board challenged to make this clearer for the public domain of what the service includes. Following the challenge, clarity was added to the mechanism for the assessment and the allowances of the existing framework agreement. The way in which the contract would be managed was reviewed.
- Supply of Liquid Fuel for Islington Fleet – the Board reviewed the advantages of entering into a national framework agreement from Crown Commercial Services, part of the Cabinet Office. The Board made amendments to explain why this means of procurement was better than alternative options. Further amendments were made throughout the report by the Board to improve its legibility.
- Adventure Play – the Executive asked the Board to review the proposed award criteria which had been presented with a 30:70 price:quality breakdown to the Executive. The Board agreed a more detailed breakdown of price to include operational costs, income generation and financial forecasts. The quality was broken down to include the approach, quality assurance for the community and disadvantaged, partnerships and integrated working for the local offer, facilities management, the business plan, contract mobilisation and staff development with support.
- Care Home Beds for Older People at Cheverton Lodge Nursing Home – the Board interrogated the commissioning market understanding, demand, capacity and local provision. The Board explored the governance requirements of a direct contract and the effect on service users, personal budgets and costs from not entering a block agreement. The costs were benchmarked, what a fair rate was and how uplifts in costs would be managed. The Board were clear that there had to be ceiling rates and that social value had to be added to the community. In addition, the Board were clear that ways to ensure the Council policy for London Living Wage needed to be found in re-commissioning.
- Youth Work in the South of the Borough at Soapbox – this was a new building for provision of youth provision, which the Board noted provided a great opportunity for use of the building out of hours for income generation. The Board explored the available market for the services and the engagement of young people in service designed. The Board were clear that they wanted to reach out to as many young people as possible. The Board wanted to see the provider deliver social benefits and skills as part of their practice and the report was amended to better reflect apprenticeships and employment opportunities.
- Parking and Moving Traffic Enforcement – a collaborative partnership agreement with other boroughs. The Board reviewed the number of services which the agreement may be able to include including back office services, ICT systems, bailiffs, enforcement officers etc. The Board saw opportunities for different boroughs to draw down different elements from the agreement. The providers were large and the award would be on a basket of goods approach. The Board were added clarity to the difference between and separation of selection and award criteria. Social value considerations including outreach, crime prevention, inclusion and engagement, in addition to employment chances.
- Lift Refurbishment – the Board queried the management of the effect of reducing lift availability to vulnerable residents during refurbishment and ensured appropriate

measures were in place. The Board challenged for greater clarity on award criteria and ensuring works were right first time. Social value became a focus of the Board with suggestions on how apprentices could be brought into both the refurbishment and back-office, in addition to environmental sustainability. The Board were keen to see future programmes linking in non-housing estates and sufficient providers for long-term sustainability. The Board ensured additional clarity between installation and maintenance. In addition, concerns were raised regarding the stability of the market with a number of providers in the field having entered liquidation. The Board noted ways to minimise vandalism.

- Windsor Street Learning Difficulties Accommodation Service – a new residential care service specialising in autism to bring service users out of borough back to the borough. The Board noted that bring disused garages back into use, reducing anti-social behaviour. Suggestions were made to remove potential duplication in award criteria responses and a review of the planned timetable. The building ownership was tested, as was the mechanism for contract awards. Consideration of the service users life-time care needs led to suggestions around contract duration, as were development considering the on-going need. The progressive pathways between children and adults were debated to ensure a seamless transition for service users. Planning permission and co-production were handled well.
- Canonbury Lane Mental Health Supported Accommodation – the Board reviewed the unique complexities of the service. A Section 106 agreement means that only the landlord could provide the support service. Given the complexities, the Board agreed this was exempt from the usual procurement requirements.
- Desktop Hardware – the Board reviewed a proposal to join with 35 other boroughs in an e-auction under a Crown Commercial Service framework, from the Cabinet Office. Use of the framework agreement was available at any time, but the benefit of drawing using the e-auction was only available now. The Board challenged use of the agreement for the shared service, the economical life of equipment and the decision making process for equipment. An understanding was reached on the flexibility to keep all partners inside in order to achieve economies of scale proposed. Future-proofing technology became a key consideration, as was ensuring officers had the right equipment for their needs, which was built into project programming.
- Islington and St Pancras Cemetery Groundwork – this is part of an income generation project for the installation of vaults and mausolea on contaminated ground that cannot be used for burials. The Board challenged the commissioning team on adherence to the specification and that demand should be made clear within the report. The award criteria were improved in order to allow providers to better respond to the commissioners' needs. Regulation of contaminated land and requisite health and safety matters were addressed to provide confidence to the Board.
- Light Emitting Diode (LED) replacement for Street Lighting – the Board reviewed the £4million programme to replace existing street lights with LED and install a central management system. Street lighting is managed through a Private Finance Initiative (PFI) contract and the replacements would eventually save up to £500k off the energy cost, in addition to reducing carbon tax. The Board agreed to recommend the contractor procure the works, speeding the replacement programme as part of their maintenance work. The Board expressed some concerns on the effect of service users from light change, including safety issues and 'dark spots' creating anti-social behaviour issues to be taken into account in the design. The proposal now reflects the ability to directly

control light levels as part of the CMS and existing light columns will be used.

- Contract Extensions – the Board also considered significant extensions to existing contracts. A 21 month extension with CASA for the on-going provision of community alcohol services and value of £530k per annum and a 21 month extension with Cranstoun for the on-going provision of drug and alcohol structured treatment services and value of £508k per annum. The Board recognised the needs of service users and balanced these against risks for extensions. Whilst the level and extent of the extensions was regarded as significant, merits of the proposals included integrating and improving the service, delivering services, an opportunity to engage in long-term planning, the quality of the existing provision and the impact on the market of short-term re-commissioning. The services were required to ensure the level of resources of the providers and their financial viability, whilst considering any short term needs in demand change. Commercial and transparency risks were considered along with an assessment of the need.

4. Implications

4.1 Financial implications:

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

4.2 Legal Implications:

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

4.3 Environmental Implications

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

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

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

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

5. Conclusion and reasons for recommendations

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

Appendices/Background papers

- Appendix A - Combined Feedback Results For Contract Management and Supplier Relationship Management Workshops (First 10 Sessions)

- Appendix B - Combined feedback results for Completing an ITT, Completing a PQQ and Consortia bidding (First 9 Sessions of new provider)

Final report clearance:

Signed by:

Asst Director, Service Finance

Date

Received by:

Head of Democratic Services

Date

Report Authors:	Steve Key, Asst Director, Service Finance	Peter James Horlock, Head of Strategic Procurement
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APPENDIX A

Combined Feedback Results For Contract Management and Supplier Relationship Management Workshops

First 10 Sessions

	Strongly disagree (people)	Disagree (people)	Neither agree nor disagree (people)	Agree (people)	Strongly agree (people)
The workshop covered the topics that I wanted to know more about		2	10	40	28
The information was presented in a clear and organised way			1	35	44
The length of the workshop was about right		6	4	42	28
The amount of material covered was about right		4	3	43	30
The pace of the workshop was about right		2	3	46	29
I now have a better understanding of my responsibilities as a contract manager			13	33	34

APPENDIX B

Combined feedback results for Completing an ITT, Completing a PQQ and Consortia bidding

Total Of 9 Sessions from 28 May 2015 – 23 February 2016

	Strongly disagree (people)	Disagree (people)	Neither agree nor disagree (people)	Agree (people)	Strongly agree (people)
The workshop covered the topics that I wanted to know more about	1		2	34	45
The information was presented in a clear and organised way	1			26	55
The length of the workshop was about right	2	2	5	30	43
The amount of material covered was about right	1	1	2	35	43
The pace of the workshop was about right	2	1	2	30	47
I now have a better understanding of how to complete a PQQ/ITT/Consortium bid	1		3	21	57

Governance and Human Resources

Resources
Town Hall, Upper Street,
London N1 2UD

Report of: Assistant Director Governance and Human Resources

Meeting of	Date	Agenda Item	Ward(s)
Policy and Performance Scrutiny Committee	19 September 2016	G1	All

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

1. Synopsis

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

2. Recommendation

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

3. Background

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

PTO

4. Implications

4.1 Environment Implications

None specific at this stage

4.2 Legal Implications

Not applicable

4.3 Financial Implications

None specific at this stage

4.4 Equality Impact Assessment

None specific at this stage

Final Report Clearance

Signed by

Assistant Director Governance and Human
Resources

Date

Received by

Head of Democratic Services

Date

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

OUTSTANDING SCRUTINY REVIEWS – UPDATED 21 JUNE 2016

SCRUTINY REVIEW	SCRUTINY COMMITTEE	DATE FINAL REVIEW REPORT SUBMITTED TO EXECUTIVE	PERIOD EXECUTIVE MEMBER RESPONSE TO REC'S DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE?	12 MONTH REPORT DUE TO ORIGINAL SCRUTINY COMMITTEE	LEAD OFFICER
2014/15:						
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 6 Sept 2016 Exec 29 Sept 2016	9 March 2017	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	5 July 2016	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	20 Sept 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

SCRUTINY REVIEWS 2015/16:

SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Smart Cities	Environment and Regeneration	JB 28 June 2016 Exec 21 July 2016	July - Nov 2016			Anthony Akadiri
CCTV	Environment and Regeneration	JB 28 June 2016 Exec 21 July 2016	July - Nov 2016			Simon Kwong
Alternative Provision	Children's	JB 6 Sept 2016 Exec 29 Sept 2016	Oct - Jan 2017			Mark Taylor
Capital Programming	Housing	JB 22 Mar 2016 Exec 21 April 2016	June – Oct 2016			Simon Kwong
Responsive Repairs	Housing	JB 6 Sept 2016 Exec 29 Sept 2016	Sept - Dec 2016			Matt West & Simon Kwong
Health implications of damp properties	Health and Care	JB 6 Sept 2016 Exec 29 Sept 2016	Sept - Dec 2016			Julie Billet & Simon Kwong
Tax Avoidance	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 2016			Steve Key
Knife Crime and Mobile Phone Theft	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 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 29 SEPTEMBER 2016 AND BEYOND

**Lesley Seary
Chief Executive
Islington Council
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Democratic Services
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Telephone: 020 7527 3005
Website: <http://democracy.islington.gov.uk/>

Published on 1 September 2016

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 29 SEPTEMBER 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 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.	Contract extensions award for the provision of the Islington Community Alcohol Service and the Islington Structured Treatment Service	All Wards	Director of Public Health	7 September 2016	None	Open	Julie Billett julie.billett@islington.gov.uk
2.	Implementation of North South Cycling Superhighway	All Wards	Corporate Director Environment and Regeneration	8 September 2016	None	Open	Kevin O'Leary kevin.oleary@islington.gov.uk
3.	Contract extension for Highbury Grove Crisis House	All Wards	Corporate Director of Housing and Adult Social Services	26 September 2016	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
4.	Procurement strategy for domiciliary care	All	Executive	29 September 2016	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
5.	Procurement strategy - Learning Disabilities supported living spot purchase framework agreement	All Wards	Executive	29 September 2016	None	Open	Simon Galczynski simon.Galczynski@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
Page 100	Waste Minimisation and Recycling Action Plan	All Wards	Executive	29 September 2016	None	Open	Kevin O'Leary kevin.oleary@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
7.	Update on Community Infrastructure Levy allocation process and investment priorities	All	Executive	29 September 2016	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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	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.	Procurement strategy for Tufnell Park Primary School redevelopment	St George's	Executive	29 September 2016	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk
9.	Procurement strategy for young carers' service	All Wards	Corporate Director Children's Services	30 September 2016	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk
10.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	3 October 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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

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11.	Contract award for the construction of 4 new homes on the Ewe Close car park.	Holloway	Corporate Director of Housing and Adult Social Services	7 October 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
Page 102	Procurement of Community Stop Smoking Services	All Wards	Director of Public Health	10 October 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Julie Billett julie.billett@islington.gov.uk
13.	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)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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14.	Article 4 Directions to withdraw permitted development right for change of use from shops to financial and professional services	All Wards	Executive	20 October 2016	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
15.	LIP (Local Implementation Plan) Transport Delivery Plan 2017-19	All Wards	Executive	20 October 2016	None	Open	Kevin O'Leary kevin.oleary@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
16.	Contract award for the Horticulture Resource Centre groundworks redevelopment	All Wards	Corporate Director Environment and Regeneration	1 November 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jan Hart jan.hart@islington.gov.uk

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17.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 November 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
18	Contract award for refurbishment of passenger lifts at Brecknock Estate, Hilldrop Estate, Holly Park Estate, Highbury Grange Estate and Besant Court	Highbury East; Mildmay; St George's; Tollington	Corporate Director of Housing and Adult Social Services	23 November 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
19.	Richard Cloudesley School site development update	Bunhill	Executive	24 November 2016	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk

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20.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
21.	Procurement strategy for preventing youth violence	All Wards	Executive	8 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk
22.	Tufnell Park Primary School - expansion to 3 forms of entry	All Wards	Executive	8 December 2016	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk

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23.	Contract award for replacement of communal heating distribution pipework and heating equipment at Sanders Way, Bretton House and Newbury House	Canonbury Hillrise	Corporate Director of Housing and Adult Social Services	23 December 2016	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
Page 106	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	3 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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25.	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	16 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
26.	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	16 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
27.	Contract award for Redbrick Estate district heating renewal	Bunhill	Corporate Director of Housing and Adult Social Services	17 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk

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28.	Proposal to close Mount Carmel School	All Wards	Executive	19 January 2017	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk
29 Page 108	Procurement strategy and contract award - Integrated Community Equipment Services	All Wards	Executive	19 January 2017	None	Open	Simon Galczynski simon.Galczynski@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
30.	Contract award for care home beds for older people at Cheverton Lodge Nursing Home	All	Corporate Director of Housing and Adult Social Services	31 January 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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31.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 February 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
32.	Contract award for temporary accommodation	All	Executive	9 February 2017	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
33.	Housing allocation scheme	All Wards	Executive	9 February 2017	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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34.	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	1 March 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
35	Contract award for housing improvements	All Wards	Corporate Director of Housing and Adult Social Services	3 April 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk
36.	Contract award for fire safety work to housing street properties	All	Executive	27 April 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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37.	Contract award for preventing youth violence	All Wards	Corporate Director Children's Services	11 May 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton carmel.littleton@islington.gov.uk All

Membership of the Executive 2016/2017:

Councillors:

Portfolio

Richard Watts	Leader
Janet Burgess MBE	Health and Social Care
Joe Caluori	Children, Young People and Families
Kaya Comer-Schwartz	Community Development
Andy Hull	Finance, Performance and Community Safety
Asima Shaikh	Economic Development
Diarmaid Ward	Housing and Development
Claudia Webbe	Environment and Transport

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POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

09 MAY 2016

1. Scrutiny topics – 2016/17
2. Report of Executive Member VCS Annual Report
3. Scrutiny Review Knife Crime/Mobile Phone theft etc. – Final report
4. Scrutiny Review – Tax Avoidance – Final report
5. Call ins – if any
6. Monitoring report

04 JULY 2016

1. Revenue outturn 2015/16
2. Approval of Scrutiny topics 2016/17
3. Report of youth crime
4. Presentation by Leader on Executive priorities 2016/17
5. Call ins if any
6. Monitoring report
7. Quarter 4 Performance report
8. Use of Agency staff
9. Membership/Terms of reference etc.

19 SEPTEMBER 2016

1. Quarter 1 Performance report/Sickness absence
2. Report of Procurement Board
3. Crime statistics/Governance arrangements
4. Call ins if any
5. Monitoring report
6. Presentation Executive Member – Economic Development
7. Income Generation – 12 month update Scrutiny Review

31 OCTOBER 2016

1. Financial update
2. Call ins if any
3. Monitoring report

4. Welfare Reforms update
5. ICO Project
6. Governance arrangements - Crime

22 NOVEMBER 2016

1. Annual Crime and Disorder report/Report of Executive Member Community Safety
2. Call ins if any
3. Monitoring report
4. Update from Review Chairs

20 DECEMBER 2016

1. BEST Scrutiny Review – 12 month report back
2. Scrutiny topic
3. Use of agency staff
4. Quarter 2 Performance report/sickness absence
5. Call ins – if any
6. Monitoring report
7. ICO Project

26 JANUARY 2017

1. Budget 2017/18
2. Call ins- if any
3. Monitoring report
4. Update on youth crime investment (report back requested on 4 July)

14 MARCH 2017

1. Report of Procurement Board
2. Welfare reforms update
3. Call ins if any
4. Monitoring report
5. Financial update
6. Quarter 3 Performance report/sickness absence
7. Presentation Executive Member Community Development
8. Crime statistics

15 MAY 2017

1. Membership, Terms of Reference etc.
2. Scrutiny topics 2017/18

4.Call ins – if any

5.Monitoring report

MAY/JUNE

TAX AVOIDANCE SCRUTINY REVIEW – 12 MONTH REPORT BACK

KNIFE CRIME, MOBILE PHONE THEFT ETC. - 12 MONTH REPORT BACK

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