



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

AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in Committee Room 4, Town Hall, Upper Street, N1 2UD on, **20 July 2017 at 7.30 pm.**
(A PRE MEETING FOR MEMBERS WILL BE HELD AT 7.00P.M.)

Yinka Owa

Director of Law and Governance

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Despatched : 12 July 2017

Membership

Councillors:

Councillor Richard Greening (Chair)
Councillor Clare Jeapes (Vice-Chair)
Councillor Jilani Chowdhury
Councillor Theresa Debono
Councillor Gary Doolan
Councillor Martin Klute
Councillor Una O'Halloran
Councillor Michael O'Sullivan

Councillor Caroline Russell
Councillor Troy Gallagher
Councillor Robert Khan
Councillor Alice Perry
Councillor Gary Heather
Councillor Flora Williamson
Councillor Paul Smith
Councillor Rowena Champion

Substitutes:

Councillor Mouna Hamitouche
MBE
Councillor Marian Spall
Councillor Angela Picknell
Councillor Nick Wayne
Councillor Olly Parker
Councillor James Court
Councillor Satnam Gill OBE
Councillor Nurullah Turan

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 - 6
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.	Scrutiny Review - Flooding - Final Report	7 - 56
9.	Leader's Presentation on Executive Priorities - Verbal	
10.	Scrutiny Review - Tax Avoidance - 12 month report back	57 - 60
11.	Financial update	61 - 72
12.	Performance statistics	73 - 102
13.	Use of Agency staff - To follow	
14.	Approval of Scrutiny Topics 2017/18 - Verbal	
D.	DISCUSSION ITEMS - IF ANY	Page
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 5 October 2017 **Please note all committee agendas, reports and minutes are available on the council's website:**

www.democracy.islington.gov.uk

Public Document Pack Agenda Item 4

London Borough of Islington

Policy and Performance Scrutiny Committee - 3 July 2017

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 3 July 2017 at 7.30 pm.

Present: **Councillors:** Greening (Chair), Jeapes (Vice-Chair), Chowdhury,
O'Halloran, O'Sullivan, Russell, Gallagher, Khan,
A Perry, Heather, Williamson and Champion
Also Present: **Councillors:** Hull and Calouri

Councillor Richard Greening in the Chair

357 APOLOGIES FOR ABSENCE (Item 1)

Councillors Klute, Debono, O'Halloran – lateness, Doolan

358 DECLARATION OF SUBSTITUTE MEMBERS (Item 2)

None

359 DECLARATIONS OF INTEREST (Item 3)

None

360 MEMBERSHIP, TERMS OF REFERENCE ETC. (Item 4)

RESOLVED: That the report be noted

361 TO APPROVE MINUTES OF PREVIOUS MEETING (Item 5)

RESOLVED: That the minutes of the meetings of the Committee held on 20 April and 4 May be confirmed as a correct record of the proceedings and the Chair be authorised to sign them

362 MATTERS ARISING FROM THE MINUTES (Item 6)

None

363 PUBLIC QUESTIONS (Item 7)

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

364 **CHAIR'S REPORT (Item 8)**

Flooding Scrutiny

The Chair stated that due to the rescheduling of the meeting that evening the Flooding Scrutiny review report and draft recommendations would now be considered at the meeting of the Committee on 20 July.

The Chair added that he felt it would be appropriate to invite Thames Water to this meeting and also to receive feedback from the in relation to the recent problems at St.Johns Street and Copenhagen Street. The Committee concurred with this view.

The Chair added that Thames Water would also be presenting the Strategic Review to the Committee at its meeting on 30 November

365 **GOVERNANCE ARRANGEMENTS (Item 9)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present, together with Jan Hart, Assistant Director Environment and Regeneration.

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

- It was noted that partners had been consulted on the revised arrangements and were supportive of these
- The view was expressed that there was a need to involve the community more, given the serious problem of youth crime in the borough
- Concern was expressed at the low level of community Police officers in certain wards and it was stated that this would be raised with the Borough Commander. In addition, it was noted that attendance by the Police is not always satisfactory at SNP's and that Members should encourage local Safer Neighbourhood police officers to engage in more community engagement at Ward Partnerships
- It was noted that under the revised structure there would be a revised role for MAGPI's giving them specific geographical responsibilities, and the Community Safety Team would be promoting more community involvement and improved communication with parents
- Reference was made to the fact that the new Policing merger with Camden, proposed to increase the SN Policing teams, and that Safer Neighbourhood Teams should be liaising with Safer Neighbourhood Panels about policing priorities for the area
- Members expressed the view that they felt that Safer Neighbourhood policing should be a priority and felt that it was vital for local communities and tha more pressure should be put on the Mayor and Government to fund this adequately

RESOLVED: That the report be noted and the revisions to the arrangements be welcomed

The Chair thanked Councillor Hull and Jan Hart for attending

366 **YOUTH CRIME - UPDATE/12 MONTH UPDATE REPORT ON KNIFE CRIME, MOBILE PHONE THEFT ETC. (Item 10)**

Policy and Performance Scrutiny Committee - 3 July 2017

Councillor Joe Calouri, Executive Member Children, Young People and Families was present for discussion of this item and was accompanied by Stuart Ryan of Islington Police.

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

- The Committee were informed that joint working was taking place on County Lines with Enfield, Barnet, Camden, Hackney and Haringey to exchange information and work together on gangs, drug dealing etc. Work is taking place to prepare a funding bid to MOPAC for resources in this regard. The Executive Member stated that he would report back to the Committee at a future meeting on progress
- It was noted that there had been a reduction in the number of first time entrants entering the criminal justice system, and it appeared that the early intervention strategies being employed were being to show some benefit
- There is however still an unacceptable level of mobile phone theft and the detection rate is low and this needed to be improved
- Knife crime is still also a huge problem in the borough, as across many parts of London, often linked to young people and drug trafficking
- There are difficulties in ‘turning around’ a number of disaffected young people
- The OFSTED report on Children’s Services would shortly be available and this would be referred to the Committee for consideration
- It was noted that over the past 3 years there had been a change in the crime profile with significant increases in mobile phone theft and knife crime, although it was pleasing to report that there had been a reduction from the previous year in knife crime incidents
- The introduction of the Gangs Team had been positive and work took place with children and parents. Work is taking place to ensure a younger cohort of the young people likely to be engaged in offending are engaged with early intervention methods and strategies
- Reference was made to the fact that some gangs were coming together to challenge other gangs in geographical areas and this is resulting in rising tension
- There had been an increase in the recovery of guns and other firearms, although this has not resulted in an increase in gun crime
- There is also a challenge to stop shops selling knives to young people
- The Committee were informed that there was felt to be around 200/300 young people involved in mobile phone theft and drugs and it is hoped that the County Lines approach being adopted, referred to earlier, would assist in exchange of information and arresting or deterring offenders
- The view was expressed that many of the young people involved in crime had witnessed Domestic Violence or had traumatic lives and that more education needed to take place in schools and to work with these young people to ‘turn’ them away from criminal activity. It was important to develop understanding of the trauma that some of these young people faced and develop it across Council services
- The view was expressed that the Council had a public health role to play in relation to child sexual exploitation and that work needed to be undertaken, especially in schools, to show the risks and dangers of child sexual exploitation, including ‘peer to peer’ work
- It was noted that there is a lucrative second hand market in mobile phones that are stolen and that the Police were looking to stop this by closing down shops involved in this and by other measures
- Reference was made to the need to take stronger measures against families in Council accommodation that were involved in criminality and that demoted tenancies or eviction should be considered. It was noted that 3 families had been evicted in the previous 5 years

Policy and Performance Scrutiny Committee - 3 July 2017

- Reference was made to the fact that it was important to keep children from being permanently excluded, and put into alternative provision, as the attendance rate in alternative provision is only 70%
- Discussion took place in regard to moped theft and use in crimes, especially mobile phone theft, and it was stated that the Police were looking to introduce measures that would enable moped users involved in thefts, to be stopped more easily and safely. In addition, there is a dedicated team to deal with moped theft
- It was noted that the additional investment by the Council of £0.5m had started to show improvements in terms of early intervention, but this was a lengthy process. It was stated that it was felt that early intervention is key, and there is a need to convince young people that there is a future of a better life away from crime
- A Member referred to an example of a child who she had known as a youngster who had turned to criminality and that there was a need to look at the reasons why certain young people turn to criminality
- The view was expressed that young people should be given free access to sporting facilities and that this should be investigated
- Reference was made to the closure of Hammersmith Magistrates Court and the transfer of business to Highbury Corner Magistrates Court and whether this would impact on gang problems given the County Lines difficulties. It was stated that this should not be a problem as the Court organised hearings on different days in respect of different areas
- In response to a question it was stated that there are targeted youth services available and the Council had better provision in this area than most other Boroughs. A Member stated that she felt that housing should do more to tackle families where problems were reported and that parents did have to take some responsibility for the actions of their children and that housing officers needed to be more proactive
- It was stated that the ASB team now had daytime officers who could take up complaints and that if instances were reported these could be taken up with Housing officers
- Members expressed the view that a public information campaign about the dangers of mobile phone theft should be introduced and it was stated that work is going on with the Communications Team in this regard. In addition, it was felt that posters warning of the dangers should be put up in underground stations
- The view was expressed that it needed to be recognised that a number of young children who become involved in criminality are often traumatised themselves by their family situation and were vulnerable to grooming
- A Member stated that he felt that the cuts to funding to BME projects had impacted on criminality amongst BME communities
- Reference was also made to the fact that often the elder masterminds of criminal activity escaped justice and more efforts should be made to target these people. It was stated the Serious Crime squad were now becoming involved in the borough and that they would be doing focused work in this regard

RESOLVED: That the report be noted and the Committee receive reports at a future meeting in relation to the OFSTED report on Children's Services and progress on the MOPAC bid for County Lines work funding, as referred to above

The Chair thanked Councillor Calouri and Stuart Ryan for attending

The meeting ended at 9.40p.m.

CHAIR

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Policy and Performance Scrutiny Review Committee

REPORT OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE FLOODING SCRUTINY REVIEW

London Borough of Islington
July 2017

CHAIR'S FOREWORD

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**COUNCILLOR RICHARD GREENING
CHAIR POLICY AND PERFORMANCE SCRUTINY COMMITTEE**

Water Flooding Scrutiny Review

Aim

To investigate the response by public services to the floods in the Angel Islington and Stoke Newington and other London Boroughs, in 2016 and early 2017 and their underlying causes, in order to reduce the risk of future floods, to better protect homes and businesses from flooding risk and to improve responses to future flooding incidents

Evidence

The review ran from December 2016 until April 2017 and evidence was received from a variety of sources

1. **Presentations from Council officers** – Jan Hart, Kevin O’Leary, Martin Holland, Dan Lawson – Environment and Regeneration
2. **Presentation from TWA** – Chris Davies, Rob Hales, Simon Hughes, Bob Collington, Nigel Dyer, James Kingston, Matthew Hackshaw, Alex Nickson
3. **Residents/businesses** affected by the flooding
4. **Other London Boroughs** – L.B.Hackney, L.B.Lewisham, L.B.Lambeth
5. **Fire Brigade** – Patrick Goulbourne
6. **Police** – Debbie Pierson, Walt Mutch
7. **Presentation** – TfL – Andrew Sherry, Mufu Durowuju
8. **Visit to Blackheath site of flooding**
9. **Documentary evidence from Thames Water - Incident report, CC Water**
10. **Academic City University** – Roger Crouch
11. **OFWAT** – Mark Anderson, Keith Mason, Aileen Ainsworth
12. **Evidence from TWA insurers Cunningham Lindsey** – Jeff Hoskin, Andrew Mishen., Joseph Noel
13. **Evidence from Paul Cuttill OBE**

The scrutiny initiation document (SID) is attached - **Appendix A**

A letter from residents of Devonian Road to Thames Water regarding the flood - **Appendix B**

Notes of the evidence of the witness sessions - **Appendix C**

Timeline of Events of Upper Street Flooding Incident – **Appendix D**

History of Major Bursts in last 12 months – **Appendix E**

Objectives/Scope of the Review

The objectives of the review were as follows –

1. To understand the risks we face in Islington and Hackney, as a result of our aging water supply, including but not limited to those caused by climate change
2. To review Thames Water response to reducing those risks and their progress on investment in new infrastructure
3. To understand the impact of flooding on individual residents and businesses in the Angel and identify measures which could be taken to reduce the damage and disruption caused in the future and to liaise with other London Boroughs suffering similar incidents
4. To review the responses to flooding caused by water mains bursts by public bodies, by Thames Water and by private sector bodies, such as insurance companies, covering both the immediate emergency and longer term support
5. To recommend improvements to the long term prevention and short term response to flooding in Islington and Hackney in liaison with other London Boroughs suffering recent flooding incidents

6. To identify any similarities between the recent flood incidents across London Boroughs and to recommend improvements that can be made by Thames Water in order to minimise the threat of flooding in the future
7. To investigate the position of residents/businesses in respect of claims made to Thames Water for uninsured loss and compensation that have suffered as a result of the recent flooding

RECOMMENDATIONS

That the Executive be recommended to approve the following recommendations to be forwarded to the appropriate agencies –

Thames Water

- (a) That improved emergency response arrangements be instituted, these should include the following -**
- Procedures for identifying major leaks in the Thames Water control room and directing emergency response teams on site need to be more effective to ensure major trunk main bursts are dealt with more speedily**
 - Identifying information received more effectively, in order to assess whether the leak is a major trunk mains leak, and if this is the case, effective communication channels be put in place with the Fire Brigade and other appropriate partners for them to attend on site as quickly as possible**
 - Improving the provision and location of emergency response team arrangements, so that they are more accessible in the event of major trunk main bursts – this could necessitate a team located in a control centre in inner London – and that the possibility of a ‘blue light’ service from the Police be investigated where a major incident is declared – see recommendation (w) below**
 - A dedicated emergency response line be instituted, in order that the Public can report leaks directly to Thames Water, if they wish to do so. There should also be a dedicated ‘emergency hotline’ introduced for the Fire Brigade to call in the event of major burst mains**
 - Developing with the Police, TfL, Fire Brigade and Local Authorities an effective communications strategy for informing the Public where leaks can be reported, and that such leaks should be reported as soon as possible, in order that appropriate action can be taken**
 - Develop and publish performance and attendance standards, both in relation to major and minor pipe bursts**
 - Develop with the Fire Brigade, Police, TfL and Local Authorities an effective early warning system for residents at risk of flooding, so that when an incident occurs, the danger to residents can be reduced**
- (b) That improved technologies be investigated and be put in place to detect the likelihood of bursts on the major trunk mains in Islington, and in addition sensors be installed on the pipes in the major trunk mains in Islington, particularly Upper Street and Essex Road, with immediate effect**
- (c) That Thames Water, when submitting their case to OFWAT for their future 5 year investment plans, should prioritise the phased improvement of ageing Victorian pipe replacement on major trunk mains in Islington, this to be completed within a specified**

period to be determined and published by Thames Water, but we propose 15 years, given the problems that major bursts on these roads cause to businesses and residents. Any replacement programme should take account of any increase that may result in increased costs for customers. In the interim Thames Water should ensure that monitoring takes place to minimise the risk of future flooding.

- (d) That relevant policies regarding clean up/insurance/compensation and goodwill payments should be properly communicated and most importantly be available on the company website. Policies should set out clearly what businesses and residents affected by flooding due to burst mains can expect. Compensation for inconvenience should be formally recognised and a corporate policy be established to ensure that this is fairly and consistently applied. This should cover goodwill payments, expenses and indirect business losses (e.g. from reduced footfall in a flooded area)
- (e) That, given residents and businesses concern at the insensitive handling of some insurance claims, there should be improved communication with residents and businesses in dealing with insurers and the handling of claims (possibly by the provision of a laminated information sheet) following flooding incidents
- (f) That Thames Water should also issue guidance to businesses and properties on the remedial measures necessary, following flooding incidents, in order to ensure properties are properly dried out and residents and businesses can move back in to their premises as soon as possible
- (g) That Thames Water adopt a suitable communications policy, including the use of social media, in order to inform residents and businesses and other interested parties, of developments when leaks occur, and to give any appropriate information needed
- (h) That the Committee welcome Thames Water commitment to share with the Fire Brigade and the appropriate Local Authority, information on the location of the major trunk mains in the borough. This will assist, not only in major flooding situations, but in mapping GIS information on the Local Flood Risk Management strategy and afford the Council a better overview of the risks of flooding in the borough and to take any appropriate measures. Thames Water should also develop a GIS application that will enable staff and other partners to identify the level of risk that a major burst mains will cause in order to inform staff responsible for handling and assessing incidents of flooding
- (i) That the Committee welcome Thames Water commitment to ensure businesses and residents are materially not worse off, as a result of the Upper Street flood. The Committee hope that relevant payments of compensation and other appropriate losses take place as soon as possible
- (j) That Thames Water work with the Angel BID and local businesses to organise a suitable programme of reopening events, including the provision of capital and revenue investment in the Camden Passage area, together with appropriate publicity, to ensure residents and visitors are aware that businesses are open for trading
- (k) That Thames Water take account of resident's concerns, surrounding the security of premises in the aftermath of major flooding, and that such security measures should be improved in future – this should form part of a major incident protocol or standard operating procedure

- (l) That the Committee welcome the findings of the Cuttill Review and be kept informed of progress of implementation of the recommendations and the Strategic Review that they are undertaking**
- (m) That Thames Water should reduce the number of customers affected by water mains bursts and publish the numbers of bursts that have occurred and a performance target for such bursts**
- (n) That Thames Water, in conjunction with TfL, (and other public utilities), review the current arrangements for co-ordination of works, with a view to establishing a more effective means of collaboration across London. This should include sub-regional and borough by borough working, as appropriate**

GLA/TfL/Fire Brigade

- (o) That TfL ensure, when future flooding incidents occur, that there is a better communication process in place to make the Public and businesses aware of diversions in place following such incident**
- (p) That TfL, when planning major construction schemes, such as the Bridge works at Holloway Road and the gyratory scheme at Highbury Corner, should consult with other Public utilities and the Council to co-ordinate any works that are necessary, such as major trunks mains replacement, to minimise any future disruption to residents and road users – see also recommendation (n) above**
- (q) That, in view of the fact that a bus driver first reported a minor leak at the site of the Upper Street burst at 3.57a.m. and that Thames Water had not been alerted to this leak until notified by the Fire Brigade at 5.07a.m., there should be an improved method of communication established between TfL, Police, Fire Brigade and the Council. (See recommendation (a) above).The delays in Thames Water responding to this situation led to Thames Water not being on site for some hours and this had exacerbated the devastation caused by the major trunk mains burst**
- (r) That support be given to the case for the major investment in replacing ageing Victorian pipework in London on major trunk mains, and work with Thames Water and other public utilities take place, to ensure this is managed in a way that causes least disruption, for as short a time as possible, to residents, businesses and commuters**
- (s) That a Pan London investigation be carried out on the frequency of leaks in London Boroughs, in order to establish the extent of the leaks, particularly major bursts, to strengthen the case for increased investment in the replacement of ageing pipes to OFWAT. Any recommendation should take account of the independent review undertaken on behalf of Thames Water into major bursts in London**
- (p) That the Mayor, GLA and London Boroughs support the campaign of the Fire Brigade Union to become the statutory Emergency Response Service for flooding, as recommended in the Pitt review in 2008, in view of the recent major bursts resulting in severe flooding and given the fact that such occurrences are more likely in the future due to the ageing Victorian trunk mains network across London**

- (q) That the London Plan should include provision, when planning permission for basements is being requested, to ensure that a risk assessment is carried out prior to approval to ensure the risk to life of flooding is minimised**

Islington Council

- (r) That the Council hold a stock of 350 sandbags, on an individual borough basis, and also investigate the provision of sandbags with neighbouring boroughs**
- (s) That the Council involve public utilities with other partners in emergency planning sessions, including Thames Water, and that any non-attendance is recorded and reported to senior management within their respective organisations. This would result in increased liaison and information could be better co-ordinated and disseminated**
- (t) That the Council compile a list of high rise blocks (over 6 metres) that will be vulnerable to loss of water in the event of a flooding situation. In addition, liaison should take place with Thames Water as to whether any situation of a reduction in water pressure is likely to impact on properties so that the Council can put in place contingency measures to supply water to residents**

OFWAT

- (u) That OFWAT ensure that in any future strategy that is agreed for the Thames Water 5 year investment plan, they prioritise ageing pipe replacement on major trunk mains in Islington to be completed within 15 years, and installation of new technologies to ensure that the risk of major flooding from major trunk mains is reduced**
- (v) That OFWAT ensure that Thames Water has adequate policies in place, in order that they can respond effectively in emergency situations and that their compensation policies, as a result of flooding, are clearly set out and easily accessible and that Thames Water deal with claims for compensation speedily and sympathetically**
- (w) That OFWAT should be given power to set targets for the number of people inconvenienced by water mains bursts per year/and or five year period, (corresponding to the funding cycle) and a statutory compensation scheme covering inconvenience to customers be introduced**

Police

- (x) That the Police, where there are major incidents of flooding, provide a 'blue light' service to Thames Water emergency teams to enable them to reach the scene, as quickly as possible. Thames Water should ensure that emergency response teams are located in appropriate locations to enable this to be possible (see recommendation (a) above**

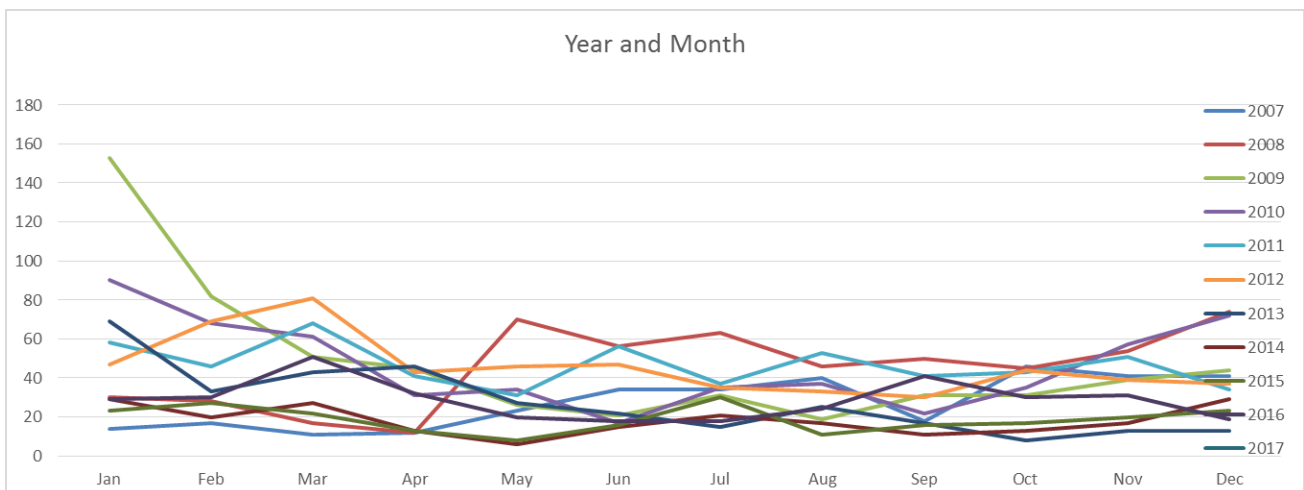
MAIN FINDINGS

(a) Incidents of Upper Street and Stoke Newington major bursts

- 1.1 The Committee commenced its scrutiny, in order to investigate the response by public utilities/services to the floods in Angel Islington and Stoke Newington in early December 2016, and their underlying causes. The aim was to reduce the risk of flooding in the future, and to improve the protection of homes and businesses from risk and to improve responses to future flooding incidents. The scrutiny also took evidence from other London Boroughs and the Chair attended the GLA Environment Committee concerning recent major flooding incidents that had taken place in the London area, with a view to forming joint recommendations that could go forward to Thames Water, in addition to the local recommendations as a result of the specific major floods in Islington that had taken place.
- 1.2 The Committee initially received a presentation from Council officers on the incident in Upper Street flood, at its meeting on 20 December 2016, and it was decided that the Committee would, with L.B.Hackney, hold a joint borough session with Thames Water and TfL, (who are responsible for roads in both of Islington and Hackney, where the burst pipes occurred) to investigate the reasons for and the response to the flooding that occurred in Upper Street and Stoke Newington, with each borough then following up individually, with their own separate review into these events.
- 1.3 The Committee were informed that there had been a number of recent incidents of flooding across London between October to December 2016, These incidents included major bursts in Islington, Hackney, Lambeth, Bexley and Lewisham.
- 1.4 In relation to the incident in Upper Street, the Committee were informed that the Council's Emergency Planning team had responded quickly to the incident in Upper Street, and that following the incident being originally reported by a bus driver and the Police around 4.00a.m., the leak was then detected by CCTV and by 5.45a.m., an emergency action plan had been put in place, and an incident room had been set up.
- 1.5 The Committee were informed that two Local Authority Liaison Officers (LALO'S) were on call and attended the site. LALO's have to live within an hour of Islington and those on call were alerted to attend and were on site within 40 minutes of being alerted. The Council also has 30/40 volunteers who are able to assist, if needed, and there were other LALO' s made available, who assisted on site.
- 1.6 Initial help was provided by the Steam Passage public house, which was able to provide refuge for flooded residents and business owners. In addition, a rest centre had then been opened for businesses and residents at the Business Design Centre. Thames Water had taken responsibility from 8.30a.m. on the day of the incident. There had been 88 properties affected in total and 8 residents had to be moved into temporary accommodation. The Fire Brigade and Police had also attended at the scene of the incident.
- 1.7 In the aftermath of the incident the Council had initially cleared the road debris etc. from the scene, and the costs had been reimbursed by Thames Water. Upper Street was reopened northbound in the afternoon following the incident, after checks had been made that the carriageway had not been undermined by floodwater. The southbound carriageway of Upper Street remained closed until 16 December, with southbound buses subjected to major diversions throughout the period.

- 1.8 Thames Water had subsequently had a number of contractors on site, and extra resources had been put in place until properties had been secured. Thames Water had been available at the Business Design Centre until 19 December, and they had then moved to 222 Upper Street to assist residents and businesses with their concerns/enquiries and had organised weekly sessions.
- 1.9 Some residents raised issues in relation to the security measures put in place by Thames Water following the flood, where businesses had not been secured effectively, and this was another area of investigation that the Committee felt needed to be raised with Thames Water. Residents and businesses, together with other emergency response authorities involved, were extremely complimentary of the actions of the Emergency Planning team of the Council that attended the incident and the Committee welcomed this.
- 1.10 The Committee were concerned that the recent burst pipe in Upper Street was in close proximity to other burst pipes in Upper Street over recent years. The Committee noted that Council officers did meet with Thames Water on a regular basis and that the recent Thames Water strategy has been to reduce water pressure to one bar to attempt to minimise leakage and bursts. The Committee also noted that the incident in Stoke Newington had been in an area where there had also been bursts in recent years.
- 1.11 The Committee were also informed that there had also been another burst pipe in Upper Street over the Xmas period, although this had been of a smaller nature and also a burst pipe in Tufnell Park Road on 4 January 2017 and a number of other more minor bursts in the Islington area in January 2017.
- 1.12 The Committee received information on the leaks experienced in Islington as detailed below -

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2007	14	17	11	12	23	34	34	40	18	46	41	41	331
2008	30	28	17	12	70	56	63	46	50	45	54	74	545
2009	153	82	51	45	26	21	31	19	31	31	39	44	573
2010	90	68	61	31	34	17	35	37	22	35	57	72	559
2011	58	46	68	41	31	56	37	53	41	43	51	34	559
2012	47	69	81	43	46	47	35	33	30	44	39	37	551
2013	69	33	43	46	27	22	15	25	17	8	13	13	331
2014	29	20	27	13	6	15	21	17	11	13	17	29	218
2015	23	27	22	13	8	16	30	11	16	17	20	23	226
2016	29	30	51	32	20	18	18	24	41	30	31	19	343
2017	28												28
Average	52	42	43	29	29	30	32	31	28	31	36	39	





1.13 The Committee were also aware of other major burst mains that had occurred across London over the past 12 months and as stated earlier, felt that it would be useful to liaise with other London Boroughs, that had also suffered as a result of major bursts, to learn any common lessons, and look to make recommendations that could improve Thames Water and other services responses to flooding situations in the future.

1.14 The Committee therefore also held meetings with L.B.Lambeth and L.B. Lewisham, in addition To L.B.Hackney, to discuss the recent bursts in major trunk mains in their respective boroughs and whether common factors had been present in these incidents that would have accounted for these bursts. This is dealt with in more detail in the recommendations to the report, and form part of a Pan London approach, in presenting certain recommendations for improvement to Thames Water.

(b) Evidence from Thames Water in relation to major bursts in Upper Street and Hackney, TfL, Fire Brigade, Police and Council officers Thames Water Asset Management strategy etc.

2.1. The Committee received evidence from Thames Water and TfL at a joint meeting with L.B.Hackney on 18 January 2017, and considered reports on the flooding incidents in Upper Street and Stoke Newington and the approach that Thames Water had taken to deal with

these emergencies and its strategic approach to dealing with major burst pipes.

- 2.2. Members were informed that the incident on Upper Street had taken place on 5 December 2016 and had resulted in a 36" trunk road main burst pipe, leading to the full closure of Upper Street and numerous businesses and residents had been flooded.
- 2.3. It was noted that TfL had asked Thames Water to work 'round the clock' to complete the repair works and the northbound carriageway remained closed until 16 December. This closure resulted in serious disruption, on the first morning in particular, with southbound traffic moving beyond Highbury Corner, which caused considerable inconvenience to bus users. One lane southbound reopened on 16 December and the site was completely cleared and reopened on 17 December.
- 2.4. During the course of the works TfL, acted to prevent other works taking place on TfL roads that would have conflicted with the closure and kept the Council's street works team informed of the works and used Variable message signs (VMS), to inform road users about the closure.
- 2.5. TfL informed the Committee that in the event of an emergency ,the normal permitting permissions to carry out works were not needed by Thames Water.
- 2.6. Thames Water stated that they had had loss adjustors on site quickly and had provided for evacuation and provision of temporary accommodation, where necessary, with the assistance of the Local Authority. There had been a facility provided at the Business Design Centre where Thames Water staff had been based to assist residents and businesses and this had been relocated to 222 Upper Street to deal with ongoing issues. It was noted that in Stoke Newington 20/22 businesses had been affected and in the Upper Street burst 18 residents had had to be moved into temporary accommodation and there had been 104 insurance claims by residents. A considerable number of businesses had also been affected
- 2.7. In relation to ongoing problems of dampness in flooded properties, Thames Water stated that they had provided advice, dehumidifiers and other necessary equipment, in order to assist the drying out of properties.
- 2.8. In the Stoke Newington flood, Thames Water had attended a leak on 6 December and was unsuccessful in identifying the source of the leak. On 9 December Thames Water had communicated that the leak may be on the main trunk main. The main burst had occurred on 11 December and had resulted in the full closure of the A10 Stoke Newington High Street, at the junction with Northwood Road. Numerous businesses and residents were flooded.
- 2.9. TfL had requested Thames Water to complete the works as quickly as possible, and although the northbound carriageway was reopened within a short space of time, the southbound carriageway remained closed until 23 December. This resulted in serious disruption and inconvenience to bus passengers. The road was reopened on 23 December and TfL had kept the street works section at L.B.Hackney informed of the works, and once again had used VMS at strategic locations to inform road users about the closure. However, in both these cases TfL had to make emergency/urgent traffic regulations orders, following discussions with the boroughs involved.
- 2.10. Reference was made to the Stoke Newington flood and that this in fact that the leak had initially been reported some days earlier, and despite Thames Water being on site they had not identified that this leak was likely to develop into a major burst.
- 2.11. Members expressed concern that when leaks were reported there appeared to be little feedback or communication from Thames Water about what action was being taken. There

needed both to be an improvement in this, and the speed in which response teams arrived at the site in question.

- 2.12. The Committee noted the statement of Thames Water that they were looking to make more use of social media, in order to keep the public and customers informed to improve the situation, and the Committee welcomed this and hoped that this should assist in improving the situation and discussion should take place with TfL, the Police and Local Authorities and effective communications strategy as to where leaks should be reported and for these organisations to be able to co-ordinate an effective response.
- 2.13. The Committee were also concerned that a number of bus users had been confused about the revised diversion arrangements caused by the flooding, and TfL stated that they would look at their website to see if the information available could be improved, and other appropriate measures put in place.
- 2.14. The Committee were informed that Thames Water and TfL did engage on a regular basis at senior management level, with respect to their performance, response to incidents and future maintenance of assets, however due to the recent spate of major bursts the Chief Executives of TfL and Thames Water had now agreed to conduct more high level negotiations in this regard. It was added that there is currently an investigation being conducted into the maintenance and replacement of Thames assets and the Committee await a report on this at some future date. This is referred to in more detail below.
- 2.15. Thames Water confirmed that they did have discussions, on a regular basis, with TfL and Local Authorities to look at the best way to manage road closures and pipe works, however they had investigated the recent major bursts and there appeared to be no common factor involved in the last 8 major bursts. The Committee considered that a pan London investigation should be taken to ascertain whether there has been an increase in burst pipes in recent years and once again this is referred to in more detail, later in the report.
- 2.16. The Committee questioned Thames Water as to whether it was felt that heavy, constant traffic loads had an effect on ageing Victorian pipes, and whether they felt that the excessive vibration was causing bursts. Thames responded that they did not feel that this was the case.
- 2.17. Thames Water informed the Committee that many of these Victorian pipes were over 150 years old and could have been subjected to contamination and, in addition, the standard of quality control of pipes laid this length of time ago may be variable.
- 2.18. Thames Water informed the Committee that they did have a modelling strategy, in order to predict the likely degradation of the network, and to allocate pipe replacement pipe work prioritisation. Thames operated on a 5 year plan for investment, and they referred to the fact that a review is currently being commissioned at present on this, which will inform this plan.
- 2.19. Thames Water added that they had commissioned an independent review into the recent leaks, headed by an industry expert, Paul Cuttill O.B.E. and that this investigated the reasons for the major leaks in the past 12 months, and to ascertain if there were any patterns to the bursts, and lessons that can be learnt. This would assist in building a case with the economic regulator to look at investing in assets in the future. Thames stated that the economic regulator set the amount of money that Thames Water could invest in assets in the future. This is based on guidance from the Department of Environment and is closely controlled. There needed to be a prioritisation of investment plans, which included water quality, availability of water supply etc. and there were a number of different competing priorities that had to be assessed. The findings of the Cuttill review are outlined later in the report.

- 2.20. In addition, the Committee noted Thames Water statement that, whilst one small section of a pipe may be leaking, the surrounding pipe may be in excellent condition, and wholesale replacement of piping had to be considered carefully, as this may prove to be an inefficient use of resources and a costly way of remedying leaks.
- 2.21. Thames Water stated that the mains replacement strategy had been changed in recent years and the process of wholesale replacement of pipes had been discontinued, as this was felt to be an inefficient use of resources. This was as a result of Thames finding that they were replacing pipes that were still in excellent condition, and they needed to justify their 5 year plan to the economic regulator. Thames Water informed the Committee that just to replace the Upper Street and Stoke Newington piping alone would cost in excess of £10m, and wholesale pipe replacement would have massive implications on traffic flow and disruption to London, leading to possible 'gridlock'.
- 2.22. Thames Water added that the target is to replace 700km of pipe within the next 3/4 years of the current 5 year plan. Members expressed concern at this level of progress, and that on this basis it would take Thames over 100 years to replace all the Victorian piping in London. It was noted that some of these pipes were already presently over 150 years old and that this rate of progress is clearly unacceptable.
- 2.23. The Committee were informed that to date, approximately one third of the Victorian pipework in Islington on major trunk mains has been replaced. Whilst noting this statement, the Committee felt that due to the age of the pipes involved the Committee should recommend that all major trunk mains pipework in Islington are replaced within a specified period, we suggest the next 15 years, in order to minimise the risk of future major flooding in the borough.
- 2.24. The Committee were of the view that there needed to be improved co-ordination between the public utilities, Local Authorities and TfL in order that where major construction projects, such as the works to the Bridge in Holloway Road and to the Highbury Corner gyratory system are taking place, pipe replacement and other works can also take place at the same time, minimising disruption to both residents and commuters.
- 2.25. The Committee also questioned Thames Water, concerning their emergency response to the Upper Street burst, as it had transpired that their emergency teams had taken nearly 2 hours to reach the scene, and then some hours to actually stop the leak, and that if they had responded more speedily the damage to property and businesses could have been reduced.
- 2.26. Thames Water stated that they did have 24/7 Emergency Response teams to deal with emergency situations, and the length of time to reach the Upper Street flood had been due to crews having to get across London to the Upper Street site. In addition there is also the need for Thames Water to carry out safety inspections in respect of voids, and to identify any possible water contamination before the leaking pipe can be turned off. The Committee noted that these Victorian pipes had a system of valves, which needed to be turned off slowly and carefully, and this involved a lengthy process and considerable skill from the Thames response teams involved. This process alone could take between 2-4 hours.
- 2.27. The Committee expressed concern that the valves had taken so long to turn off and that this operation required more than one person to physically turn the valves off. Thames Water responded that they were exploring new technology solutions to assist in improving this situation, and that a new system called SYNIRIX was being utilised, in order to detect pressure changes in the pipe and to monitor and identify leaks at an earlier stage. It was noted that Thames Water did have a Research and Development team looking into development of new technologies to assist in detecting and remedying leaks.

- 2.28. In addition, Thames Water were now embarking on a strategy that would be informed by a report that would be produced in Summer 2017, to improve performance, which included the independent review, referred to earlier, to look at recent bursts and patterns of such bursts, what could be done better to respond to these, and to look at new technology, such as the insertion of plastic piping within the old Victorian piping and ways new technology can be made available to monitor and identify such risks at an earlier stage. Thames Water informed the Committee that the piping installed, following the Upper Street burst, involved the insertion of a high quality plastic pipe into the existing Victorian piping and that this plastic piping is extremely strong and met stringent quality standards.
- 2.29. The Committee were of the view that Thames Water should look to improve its emergency response arrangements and, if necessary, locate an emergency response team in inner London so that major bursts can be responded to as quickly as possible. In addition, where a major incident is declared, discussions should take place to ascertain whether the Police could offer a 'blue light' service to Thames Water staff in order to get them to the scene of a major flooding incident as quickly as possible.
- 2.30. The Committee also noted the evidence given by Thames Water that their control centre in Reading had established that there had been a 'surge' in the system at an early stage, indicating that a major flood was occurring, before they had been notified by the Fire Brigade. However, they had not linked this to the report of the flood in Upper Street initially. Therefore, it had taken some time to despatch the emergency response team. The Committee are of the view that there should be improved procedures in place in future for circumstances such as this.
- 2.31. The Committee were also of the view that Thames Water should also establish attendance and performance standards, in relation to both major and minor bursts, and develop an early warning system, in liaison with the Police, Fire Brigade and TfL, to inform residents of potential danger in the result of a major flooding incident.
- 2.32. The Committee also recommend that Thames Water share information on the location of the major trunk mains in the borough, which will assist not only in flooding situations, but in mapping GIS information on the Local Flood Risk Management strategy and afford the Council and Thames Water a better overview of the risks of flooding in the borough and to take appropriate measures.
- 2.33. The Committee noted Thames Water statement that they had not paid a dividend to their shareholders in the last 18 months, and a large amount of its profits were reinvested. Thames Water stated that it reinvested 80% of its profits. However, the Committee expressed concern that Thames Water, in view of the fact that they increased profits by 29% in the previous year, should invest more in their asset management and had a duty to residents and businesses to do this.
- 2.34. The Committee reiterated that Thames Water should be doing more to reinvest their profits into asset management, and in the past 5 years alone, it is estimated that Islington residents had paid over £180m in water bills, and that this is without the contribution from businesses and the Committee were of the view that this lack of investment was not acceptable.
- 2.35. The Chair also gave evidence to the GLA in relation to the recent flooding incident in Upper Street, as part of the GLA's investigation in relation to the problems of major bursts across London in recent months. In addition co-ordinated work between London Boroughs and the GLA took place and a series of joint recommendations have been made to Thames Water, separately from the Committee's recommendations, although these to a large extent reflected

on our and other individual Borough's recommendations. This is dealt with later in the report.

- 2.36. The Committee also received evidence from the Fire Brigade and Police in relation to the emergency response to the Upper Street flood.
- 2.37. The Committee noted that the first call had been made to the Fire Brigade control room at 5.01a.m., to the Fire Brigade Control room and a crew was despatched at 5.03a.m. However, it was noted that a bus driver had reported a small leak to TfL at 3.57a.m., but that this information did not appear to have been passed on to Thames Water or to the Fire Brigade. At 6.48a.m.the Fire Brigade stated that they had requested the attendance of the electrical authority, in view of the fact that there was a substation near the scene that was at risk of flooding.
- 2.38. At 8.26a.m. it was then reported that multiple properties had now flooded and a multi- agency tactical meeting had taken place and no casualties had been identified. A Thames Water operative arrived on site to establish the location of the valves and shortly after the Police declared a major incident.
- 2.39. The Fire Brigade and Police outlined their response to the flooding incident, and the evacuation process. The Committee noted that pumping equipment and boats had been despatched to the incident, however flooding had increased, and by 9.54 a.m. the flooding covered an area 600 metres by 300 metres, and had resulted in the flooding of residential and commercial areas, up to a depth of 3 metres. These included properties in Devonian Road, Colebrooke Row and Charlton Place. A systematic search of properties had taken place and approximately 50 residents were evacuated to the rescue centre at the Steam Passage.
- 2.40. Sandbags had been requested around 5.20/5.30a.m.from the Council, and Thames Water and TfL and the Police were contacted about road closures. Members expressed concern that the Council did not hold sufficient stocks of sandbags and that Thames Water had their depot at Slough, and it had taken a number of hours for these to be available on site. Members felt that this is clearly unacceptable and that it may have been possible to divert water away from the basements in Devonian Road, if these sandbags had arrived at a much earlier stage.
- 2.41. It was noted that the Council were now looking to hold stocks of sandbags in the future and that the Director of Environment and Regeneration would be discussing a Pan London approach to sharing provision of sandbags, or whether new technology systems could be made available. The Panel were pleased to note that the Council has now managed to secure as site at Vale Royal to hold a stock of sandbags.
- 2.42. It was noted that by 11.23 a.m. a systematic search of the premises had then taken place and pumping operations were still continuing in Devonian Road and Colebrooke Row. Reference was made to the local knowledge of the fire crews, and that this had contributed to dealing more effectively with the situation. It was noted that if Thames Water provided details of major trunk mains in the borough, this would be useful information for the Fire Brigade and the Local Authority in dealing with any future flooding situations, and also in compiling a flood risk strategy.
- 2.43. The Fire Brigade then informed the Committee that at 16.37p.m. it was then decided in respect of the flood that no further Fire Brigade presence was required and the duty of care had been passed over to Thames Water.
- 2.44. Members were informed that the Fire Brigade currently did not have statutory responsibility for flooding and that the Fire Brigade were currently lobbying the Government to have statutory responsibility for flooding. Members were of the view that this should be supported by the

Mayor, the GLA and London Boroughs. In addition it is felt that a Pan London investigation should take place to look at the frequency of leaks across London, and this could inform the case for improved investment in replacing the Victorian pipework to OFWAT and support any recommendations from the independent review initiated by Thames Water.

- 2.45. It was also felt that it would be useful if the public utility companies were able to be involved in Emergency Planning meetings that currently took place between the Council, Fire Brigade and the Police and TfL should also be encouraged to attend these.
- 2.46. The Committee noted that there had only been 17 calls received from the Public to the Fire Brigade, in relation to the Upper Street flood, and that this is low given the magnitude of the flooding that had occurred. The Committee heard that CCTV had picked up the flooding increasing and that there could have possibly been a speedier response if the situation had been reported earlier. It was felt that there needed to be a communications strategy put in place that informed the Public that if they see any leaks these should be reported immediately and where these could be reported.
- 2.47. The Committee were concerned however to be informed that Thames Water did not have an emergency response number and were of the view that this should be instituted in future, if this has already not taken place.
- 2.48. The Committee also considered the issue of smart metering that is being introduced by Thames Water and, it was noted that, whilst this would identify leakage from an individual customer's premises, it would not identify the issue of leakage in trunk mains, and in any case, would take a number of years to implement.
- 2.49. A precise timeline of events relating to the Upper Street flood is attached at Appendix D to the report.
- 2.50. During the course of the scrutiny review the Committee received evidence on other bursts that had taken place in the borough in St. John's Street where our Emergency Plan officers were informed that another 36" main ruptured on St. John's Street, between Rosebery Avenue and Spencer Street, which flooded to Skinner Street. One business was affected with a flooded basement, however no residential properties were affected by any flooding. The burst caused significant disruption with water supply issues to many residents in the local area. Bottled water was supplied to blocks and properties and water was restored to all blocks on 25 May. However, issues of concern were that Thames Water did not provide sandbags and informed the Fire Brigade that they did not provide them and therefore the Council stepped in and provided these.
- 2.51. A further area of concern is that the Thames Water 'clean up' team who had been requested to attend had not done so, even after a few hours and the Council had to organise LBI Environmental Services staff to attend and carry out the works.
- 2.52. There were also further minor bursts in Copenhagen Street, one opposite Haverstock Street. Thames Water attended the site and water was turned off for the whole of Tiber Gardens/Treaty Street Estate. LBI Highways deployed sandbags in order to prevent water getting into any households. Housing operations and Housing direct attended and assisted in providing bottled water to residents and letters of information regarding the burst. Water was restored to the estate between 15:00 -16:00. Emergency Planning and LALO officers attended. Once again Thames Water did not provide sandbags to the site and the Council had to activate its on call process and LBI Highways distributed the Council's emergency stock. Sandbags did arrive from Thames Water 6 hours later. There was also a burst at Copenhagen Street, at the junction with Bemerton Street. Thames Water did attend the site and water was

turned off. Thames Water also confirmed that no properties had been impacted with loss of water and sandbags were not required.

- 2.53. The Committee expressed concern that Thames Water, despite all the concerns expressed in relation to the flood at Upper Street had still not provided sandbags in sufficient time, nor had their clean up time arrived promptly at the St.John's Street burst, leaving Council staff to clean up the mess.

(c) Compensation Issues – Residents and Businesses Upper Street

- 3.1. The Committee heard concerns from residents and businesses concerning the lack of progress and problems in dealing with Thames Water's insurers in relation to compensation claims, in order that businesses could be 'up and running' and residents back into their homes, as soon as possible, as a result of the damage caused by the flood.
- 3.2. Thames Water organised a meeting on 1 February 2017 for residents to consider these issues and other related concerns and the Chair of Policy and Performance, Councillor Greening, (who Chaired the meeting), attended this meeting, together with other Members of the Committee.
- 3.3. Thames Water also organised a second separate meeting with businesses on 13 February 2017.
- 3.4. Thames Water made a presentation to both meetings on details of the flooding in Upper Street.
- 3.5. The Committee were concerned at issues raised by residents and businesses relating to the problems that they were experiencing in processing insurance claims. Whilst the Committee were not able to investigate details of individual insurance claims, they did feel it is essential that compensation claims were dealt with speedily and fairly, in order that businesses could be operating again as soon as possible. The Committee did however feel that as Thames Water were responsible for any uninsured losses, Thames Water's insurers should progress these claims as quickly as possible.
- 3.6. Thames Water informed the meeting that they had already made a goodwill gesture of £1000 to residents and that a meeting would shortly be taking place with the Thames Chief Executive, in order to discuss any further possible payments. In addition, payment of water bills for residents and businesses had been suspended and Thames were investigating provision of counselling services for residents and businesses, who had suffered emotionally and mentally, from the flooding.
- 3.7. Thames Water indicated that they did have a number of policies relating to compensation that covered flood situations, however these did not always provide sufficient recompense, and that was the reason why discussions were taking place with the Thames Water Chief Executive in relation to the Upper Street flood, in view of the major impact that the flooding had caused.
- 3.8. Thames Water stated that their loss adjusters were available to deal with claims or problems, however residents expressed concern at the potential for higher premiums, given that there had been 3 bursts in the Upper Street area in recent years. Cunningham Lindsey, Thames Water's loss adjusters, stated that they did not feel this would be the case, given the nature of the flooding, and the fact that these had occurred over a number of years.. In addition, residents expressed concern at the loss of items that were of considerable

personal value, which they could not be recompensed adequately for.

- 3.9. Residents noted that the Upper Street pipe is still not in operation, until relining takes place, and that the water is being re-routed through the Essex Road mains. Residents expressed concern that the Essex Road mains had a history of previous leaks, which would put residents in Devonia Road at risk again of flooding. Thames Water undertook to survey the Upper Street and Essex Road pipes, within 2 weeks, and inform residents of the outcome.
- 3.10. Residents expressed concern that it was only good fortune that no residents had been killed in the flood, given that the level of water in some cases rose to 3 metres and that Thames Water should have an emergency plan in place to deal with areas at risk of flooding, where it is known that there are properties with basements. Thames Water responded that they were looking into this, however local knowledge of properties was needed in order to do this. The view was expressed that this information could be found on flood maps and also that Thames Water knew where the major trunk mains were in the borough, so that it should be possible to provide this information. The Committee were of the view that therefore the sharing of information with the Council and the Fire Brigade and vice versa was vital.
- 3.11. Concern was also expressed that sandbags, which could have been used to divert the water had not arrived in time to be of use, as Thames Water had these stored in their depot in Slough, and it had taken some considerable time for them to arrive at the flood scene. Our recommendations on this are dealt with separately in the report.
- 3.12. In response to a question, Thames Water stated that to replace the piping concerned, as a result of the last major 8 bursts, would cost in the region of £55m.
- 3.13. Thames Water informed residents that pipe replacement is based on risk, and whilst leak detection methods are employed, this would still not have detected the fault that had occurred in the Upper Street pipe, where one wall of the pipe had thinned from the outside, which had led to the eventual burst.
- 3.14. Thames Water reported that extensive damage had been caused by the Upper Street flooding to seven neighbouring streets and that eighteen residents had had to be accommodated on the first night of the flood and 10 residents are still in temporary accommodation.
- 3.15. Concern was expressed at the length of time it had taken to turn the valves to the pipe off, and Thames Water reiterated that each valve had taken approximately an hour to turn off. Thames Water added that there is no 'magic wand' to resolve this situation, and although they are looking at alternatives, installing an automatic solution to turning off the valves would involve severe disruption when installation took place, and would need approval from the economic regulator.
- 3.16. At the meeting on 13 February, businesses were informed that Thames Water were extremely apologetic to those affected by the flood and that Thames Water stated that were doing everything that they possibly could to prevent a similar situation happening again.
- 3.17. Thames Water explained that the section of pipe that had burst, had originally been installed in 1854. It is currently out of use, whilst this section of the pipe is being relined, and sensors had already been installed.
- 3.18. It was noted that survey work would be started on 15 February to sections of the pipe in Upper Street, between the Pentonville Road and Islington Green junctions, Islington Green between Upper Street and St.Peters Street junctions and St.Johns Street, between the

junctions of Owen Street and Pentonville Road. This work will take place between the hours of 10p.m and 6.00a.m. to minimise disruption.

- 3.19. Thames Water made a commitment to businesses that it was their intention that no business would be materially worse off as a result of the flood, and nor did Thames Water wish to see anyone suffer materially, financially or otherwise.
- 3.20. It was stated that any losses to businesses that are not fully met by the loss adjustors will be supplemented, met by a payment from Thames Water.
- 3.21. Businesses expressed concern about attitude of the company, Willis Towers Watson, who were acting on behalf of Thames Water loss adjustors, Cunningham Lindsey, towards businesses who were making claims or requesting information. It was noted that whilst Cunningham Lindsey had not experienced problems in the past in using this company, the level of the flooding claims in this instance was of far greater magnitude than any other major burst that had been experienced. However, the Committee were pleased to note that Cunningham Lindsey undertook to feedback these concerns to Willis Towers Watson and, in future, to deal with individual business claims personally, in order to resolve these.
- 3.22. Concern was also expressed by businesses at the rude and dismissive attitude shown to them by Willis Towers Watson and their lack of sympathy in dealing with claims. This had not helped the process and Cunningham Lindsey reiterated their commitment to deal with individual claims from then on. Cunningham Lindsey also stated that they would ensure that responses were made to businesses within a satisfactory timescale and also, where payments are agreed, that these are made within 7 working days.
- 3.23. Businesses also expressed concern that they had been given conflicting advice on the day of the flood, concerning how to deal with their claims, and concerning the disposal of items damaged in the flood. In addition, some businesses had been told to contact their own insurer and some had been advised to contact Thames Waters insurers. Cunningham Lindsey stated that the advice on who businesses should contact would depend on businesses individual insurance policies, however, Thames Water and Cunningham Lindsey were committed to learning from mistakes in this incident, and that in future, they would make necessary improvements. The Committee propose that in any future similar incidents that Thames Water should provide written advice and information, for example on a laminated sheet, for businesses and residents, on how to deal with claims following floods and the appropriate people to contact.
- 3.24. Discussion took place as to the level of compensation businesses would receive for loss of trading over the busy Christmas period, and how the loss adjustors/Thames Water would decide on an appropriate sum to be paid, taking into account that many businesses were still not open for trading.
- 3.25. Businesses enquired as to how the loss adjustors would calculate the appropriate hourly rate payable to businesses, in order to compensate them for the many hours that they had had to spend dealing with insurance issues, organising building work to their premises, and other issues relating to the flood. Cunningham Lindsey stated that they would hold discussions with businesses in this regard, and appropriate payments would be made, based on their individual circumstances and it was noted that traders tended to operate on a 33% profit margin.
- 3.26. At a further meeting with residents and businesses on 22 March, the Committee were extremely concerned that the promises made at the previous meetings with businesses and residents were not being abided by and many had still not received any payments or interim

payments and had difficulty in dealing with the loss adjustors of getting a contact name in Thames Water who they could discuss claims with effectively.

- 3.27. The Committee were of the view that Thames Water should provide a timescale for payment of claims and a contact person in Thames Water who they could discuss claims with in the event of difficulties. It was also felt that details of properties affected by flooding should be provided by Thames Water in order that the payment of claims and compensation could be monitored.
- 3.28. Businesses also expressed concern at the length of time that it had taken for Thames Water to arrive at the scene of the flood at Upper Street, and in addition, when they were initially on site, they were not then really in control of the situation and that their response had been reactive, rather than proactive. Thames Water stated that they appreciated that they needed to learn lessons for the future from the Upper Street flood and how to respond more appropriately in such circumstances.
- 3.29. In addition, the security of premises, particularly business premises, was raised as an area of concern and that Thames Water needed to ensure procedures around this in the aftermath of a major flood are improved.
- 3.30. In addition, businesses were concerned as to where the emergency operatives, who had attended the site, on the day of the incident had come from, when they had first been notified to attend the site, and why they had taken so long to arrive on site and when they had first been contacted.
- 3.31. Thames Water stated that they did not have this information available, however when the operatives had arrived on site a number of checks had had to be made, and whilst Thames Water had known where the valves that needed to be turned off were located, the actual process of turning them off was a lengthy one. Thames Water did state that they had been informed at 5.10a.m. on 5 December that there was a flood in Upper Street, and that the first Thames Water operative had been on site at 6.15a.m., however they were not able to state where they had come from. (This issue is further referred to later in the report). Businesses were concerned that it was now over 2 months since the incident occurred, and that similar questions had been asked at the meeting of Policy and Performance Scrutiny Committee on 18 January, however Thames Water still did not have some of the information available that had been requested, and had indicated that they still did not could not respond as to why it had taken Thames operatives so long to get to the scene of the flood.
- 3.32. Discussion took place as to the reopening event that Thames Water were sponsoring for businesses in the Angel area, and that it was hoped that additional measures could be put in place to encourage trade back into the area, following the loss of trade due to the flooding, especially given the extent of the trade lost over the busy Christmas period and the reputational damage to businesses. It was stated that discussions would take place between Thames Water, the London Angel Business Improvement District and businesses as to the format that this should take.
- 3.33. The Committee welcomed Thames Water commitment to sponsoring the reopening and hoped that this would result in improving trade and in improving the area for business opportunities.
- 3.34. A further meeting was arranged by Thames Water for residents and businesses on 29 March.

- 3.35. The Committee noted that Thames Water had undertaken to reimburse any rise in premiums that had arisen as a result of the flood for residents and that works to the Upper Street/Essex Road main trunk mains and that discussions were taking place with the Council and TfL concerning road closures and that any road closures should take account of businesses footfall and commuters needing access to Upper Street.
- 3.36. The Committee also welcomed the commitment of Thames Water that no resident would pay water bills for one year and that any payments already made would be reimbursed and that they would hold regular meetings with business and residents representatives to discuss issues of concern.

(d) Evidence of OFWAT

- 4.1. The Committee received evidence from OFWAT on 20 April 2017.
- 4.2. The Committee questioned OFWAT in relation to the regulator's views in relation to the incidents of major bursts in recent months and the performance of Thames Water and the investment strategy that Thames Water were pursuing in order to replace the ageing Victorian water mains, particularly in London.
- 4.3. OFWAT informed the Committee of their role as the independent regulator and that Thames Water had to be accountable and take responsibility for delivering a good service to its customers. A pricing review took place every 5 years and Thames Water had to submit a Business Plan which is scrutinised by OFWAT to ensure that there is an efficient service being provided and that effective standards were in place. In addition, Thames Water had to demonstrate that accurate information is being provided, and how the service is being delivered. Penalties could be imposed if Thames did not deliver services to a satisfactory standard.
- 4.4. OFWAT stated that they wished to state that funding had been made available to Thames Water in their 2014 business plan and all Thames funding proposals had been approved and therefore lack of funding had not contributed to the major burst incidents that had occurred in London during recent months.
- 4.5. OFWAT referred to the fact that high level discussions were now taking place between Thames Water and themselves, given that the handling of communications had been a problem during the Upper Street flood, in particular, and that this needed to be improved, especially making more use of social media.
- 4.6. Thames Water were required to meet Key Performance Indicators by OFWAT and one of these related to water supply. However, it was noted that whilst Thames Water had met this specific KPI in 2015, this may not be the case in 2016, due to the major bursts that had occurred although this data is still to be assessed. However it was noted that there is no specific KPI that measured the number of burst pipes that occurred. OFWAT did have the power to fine a company up to 10% of annual turnover, if they did not meet their statutory obligations.
- 4.7. The Committee raised the issue of the slow process of Thames Water dealing with insurance claims and it was noted that whilst OFWAT did not have involvement with issues such as this, they would discuss the matter with Thames Water to endeavour to get them to deal with the claims as speedily and sympathetically as possible. It was noted that due to the Upper Street flood 2 businesses had had to close and Thames Water had not undertaken as yet to pay any compensation for the stress that had been caused to residents and

businesses, as a result of the flood, OFWAT stated that if there were disputes with Thames Water on compensation/claims these could only be resolved as a result of Court action.

- 4.8. The Committee were informed that following the flood in Herne Hill in L.B.Lambeth and that similarly traders had had to close because of the slow insurance processes of Thames Water.
- 4.9. The Committee informed OFWAT of the considerable length of time that Thames Water emergency response team had taken to respond to the Upper Street flooding, which had exacerbated the flooding situation and potentially could have led to a loss of life. OFWAT undertook to look into emergency response provision with Thames Water.

(e) Consideration of Independent Report into the Thames Water Trunk Mains Forensic Review (The Cuttill report)

- 5.1. The Committee, during the duration of the scrutiny process, received the independent review, referred to earlier, conducted by Paul Cuttill OBE an industry expert, on behalf of Thames Water, in respect of the recent 8 major trunk mains bursts in London.
- 5.2. The report looked at the causes of each burst, asset condition, location and environment, and whether any patterns of failure could be identified, the impact on customers, the wider community and the cost, the immediate response from Thames Water and whether improvements were needed. In addition, the review looked at whether changes were needed to the network configuration, pumping and control regimes.
- 5.3. The key findings of the report included the need to improve the understanding of the network and the need for improvements in managing existing data and knowledge, focusing on improving the management of planned works and better use of local knowledge. In addition the report identified the need to accelerate the roll out of monitoring units where bursts occur, or are likely to happen and to refresh how alarms are prioritised. There is also a need to increase the capacity to analyse data and to work with partners to develop new, innovative ways of assessing the condition of pipes, improve communication with both customers and within the company, after bursts have happened, and improve the capacity to deal with multiple incidents and how Thames Water needed to learn from incidents after they have taken place to inform future incidents.
- 5.4. The Committee were informed that Thames Water had welcomed the findings of the review and that will focus on implementing the recommendations and seek to identify and repair the mains at the highest risk. In addition, Thames Water had already begun implementing the recommendations and are finalising an implementation plan to ensure the recommendations are delivered.
- 5.5. In terms of investment Thames Water are committing an additional £97m into the trunk main network over and above what was included in the 2015/19 Business Plan and this included the investment in Upper Street to reline the trunk main and to deploy surveying and monitoring equipment at additional locations.
- 5.6. The Committee noted that in terms of customer care, Thames Water were implementing the changes needed to ensure there is a world class recovery service for customers, and this will focus on customer communication channels, on site presence, after care and is aimed to

complete this project by the end of 2018/19.

- 5.7. The next steps include the recommendations of the Forensic Review being fed into the Thames Water Trunk Mains Strategic Review and this is composed of 5 sub work streams which will design the changes needed to address the Forensic Review recommendations and this will be completed by the end of July and will be shared with stakeholders. Work is underway to repair the Upper Street burst. At present only 18% of the network is monitored and this needs to be improved and this is one of the recommendations of the review. The Committee will consider this Strategic Review at its November meeting.
- 5.8. The Committee noted that the review had highlighted that there is a large amount of knowledge in relation to the network retained by a relatively small number of staff at Thames Water, and training is required to spread this knowledge to a wider group of staff, however this is likely to take 2/3 years to complete. In addition, it was noted that the Strategic Review will look in more detail at the appropriate level of investment required in relation to replacing the ageing Victorian pipework, but it is recognised that the current rate of replacement needed to be improved. There is also a need to ensure that in the interim Thames Water responded effectively to emergency situations, when they occurred.
- 5.9. The Committee were also informed that there is also a need to improve the communications flow to the Control Room at Thames Water headquarters at Reading, and there need to be an improvement in call handling from the call agents who took emergency and no supply calls, which included more training and the possible separation of retail and no supply/emergency calls and it was noted that Thames Water were looking at this.
- 5.10. The Committee were of the view that Thames Water should investigate the introduction of a GIS application on phones that could inform Thames operatives and the Control Room of potential risks in areas where a major flood will cause a potential loss of life. Thames Water stated that they were refining their modelling techniques and looking at consequence models and developing a social media plan, however this could be looked at in the future.
- 5.11. The Committee also questioned why the issue of customer compensation/insurance claims issues had not been included in the terms of reference of the review and it was stated that the review had been time limited and the scope of the review had not provided for this.

(f) Joint Recommendations of London Boroughs/GLA

- 6.1. As stated earlier in the report the Committee also held meetings with other London Boroughs and the GLA, in relation to the recent major bursts on trunk mains in London in order to formulate some joint recommendations that could be made to Thames Water to reduce the number of major bursts and improve performance in responding to them.
- 6.2. This has resulted in a number of joint recommendations, independent of each borough's individual scrutiny process, that will be put forward. Inter alia, by the GLA to Thames Water and these are included in our recommendations.

CONCLUSION

- 7.1. The Committee received a wide range of evidence in relation, not only to the incident in Upper Street, in relation to other major burst water mains across London.
- 7.2. Our wide ranging recommendations are designed to put in place systems, that if adopted, should minimise the risk of flooding in the future, and especially to the many residents and businesses in Upper Street and the surrounding area, who have suffered three major bursts in recent years. Other issues are also dealt with such as improved co-operation and procedures. Many of our recommendations tie in with the findings of Paul Cuttill in his Forensic Review into the 8 recent major bursts in London, and we are confident that our findings address similar issues to that which he found conducting the review.
- 7.3. Compensation, insurance problems and replacement of the ageing Victorian pipework were also issues that we addressed and we hope that measures can be put in place to ensure that these are resolved as soon as possible.
- 7.4. The Committee would like to thank all the witnesses that gave evidence and especially to praise the fortitude of residents and businesses and Council Emergency Planning staff for the work that they have had to do as a result of the flood and in its aftermath. In addition the Committee would wish to thank L.B.'s Lambeth, Lewisham, Hackney and the GLA for their co-operation into the scrutiny and the formulation of joint recommendations to Thames Water.
- 7.5. The Committee would also like to place on record their thanks for the prompt action of the Police and the Fire Brigade on the day of the flood and without their and the Council's Emergency Services team response the situation could well been far worse.

MEMBERSHIP OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE – 2016/17/18

COUNCILLORS 2016/17

COUNCILLORS 2017/18

**Councillor Richard Greening – Chair
Councillor Clare Jeapes – Vice Chair
Councillor Jilani Chowdhury
Councillor Gary Heather
Councillor Una O’Halloran
Councillor Mick O’Sullivan
Councillor Gary Doolan
Councillor Osh Gantly
Councillor Nick Wayne
Councillor Caroline Russell
Councillor James Court
Councillor Alice Perry-until Feb 17
Councillor Rowena Champion
Councillor Martin Klute
Councillor Troy Gallagher –from Feb17
Councillor Theresa Debono**

**Councillor Richard Greening - Chair
Councillor Clare Jeapes – Vice Chair
Councillor Jilani Chowdhury
Councillor Theresa Debono
Councillor Gary Doolan
Councillor Martin Klute
Councillor Una O’Halloran
Councillor Mick O’Sullivan
Councillor Caroline Russell
Councillor Troy Gallagher
Councillor Robert Khan
Councillor Alice Perry
Councillor Gary Heather
Councillor Flora Williamson
Councillor Paul Smith
Councillor Rowena Champion**

Substitutes

**Councillors:
Satnam Gill
Mouna Hamitouche
Dave Poyser
Marian Spall
Angela Picknell**

Substitutes:

**Councillors;
Mouna Hamitouche
Marian Spall
Angela Picknell
Nick Wayne
James Court
Olly Parker
Satnam Gill OBE
Nurullah Turan**

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

Officer Support:

Peter Moore – Democratic Services

Lead Officers: Kevin O’Leary and Martin Holland– Environment and Regeneration

APPENDIX A

TERMS OF REFERENCE (SCRUTINY REVIEW INITIATION DOCUMENT)	
Review: Water Flood Risk Scrutiny Review	
Scrutiny Review Committee: Subcommittee / Task & Finish Group(s) reporting to Islington Policy & Performance Committee Living in Hackney Commission	
Lead Officers:	L.B.Islington - Kevin O’Leary, Martin Holland – Environment and Regeneration – Thomas Thorn – L.B.Hackney
Overall aim	
To investigate the response by public services to the floods in Angel Islington and Stoke Newington in early December 2016 and their underlying causes in order to reduce the risk of flooding, to better protect homes and businesses from flooding risk and to improve responses to future flooding incidents.	
Objectives of the review:	
<ol style="list-style-type: none"> 1. To understand the risks we face in Islington and Hackney as a result of our aging water supply, including but not limited to those caused by climate change 2. To review Thames Water’s response to reducing those risks and their progress on investment in new infrastructure. 3. To understand the impact of flooding on individual residents and businesses in Angel and identify measures which could be taken to reduce the damage and disruption caused by floods in the future and to liaise with other London Boroughs suffering similar incidents 4. To review the responses to flooding caused by water main bursts by public bodies, by Thames Water and by private sector bodies such as insurance companies, covering both the immediate emergency and longer term support 5. To recommend improvements to the long term prevention and short term response to flooding in Islington in liaison with other London Boroughs suffering recent similar incidents 6. To identify any similarities between the recent flood incidents across London Boroughs and to recommend improvements that can be made by Thames Water in order to minimise the threat of flooding in the future 7. To investigate the position of residents/businesses in respect of claims made to Thames Water for uninsured loss and compensation that have suffered as a result of the recent flooding 	
Scope of the Review	
To review the current situation within Islington and Hackney and examine how others deal with flood risk within London	
Types of evidence will be assessed by the review: (add additional categories as needed)	

1. Documentary submissions:
 - a. Thames Water strategic and emergency plans
 - b. Thames Water Corporate Plan/Pressure Management Strategy
 - c. Thames Water internal review reports on recent flooding incidents at Angel and Stoke Newington

2. It is proposed that witness evidence be taken from:
 - a. Affected residents in the Angel
 - b. Affected businesses in the Angel, including Angel Business Improvement District
 - c. Emergency services including Fire Brigade, Police and local authority Emergency Response teams
 - d. Thames Water
 - e. Local Authority Streetworks
 - f. Transport for London
 - g. Insurance companies (tbc)

3. Visits
 - a. Flooded areas in Angel and Stoke Newington

Additional Information:

18th January Thames Water evidence focusing on strategic issues
 Dates tbc Thames Water meeting local communities / flood victims in Angel and in Stoke Newington
 – other evidence sessions to be arranged

Programme	
Key output:	To be submitted to Committee on:
1. Terms of Reference (Scrutiny Initiation Document)	20th December 2016
2. Timetable	December 2016- May 2017
3. Interim Report	June 2017
4. Final Report	July 2017

LETTER TO THAMES WATER FROM RESIDENTS OF DEVONIA ROAD

- APPENDIX B

On behalf the residents of
[REDACTED] Devonia Road
London N1

Steve Robertson
CEO
Thames Water plc
Clearwater Court
Vastern Road
Reading RG1 8DB

13 February 2017

Dear Mr Robertson

Re: Thames Water trunk mains burst at Upper Street, Islington, 5th December 2016

We are writing in our capacity as residents of the six houses in Devonia Road that were flooded by the water main which burst on Upper Street in Islington the early morning on Monday 5th December 2016.

We wish to place with on record with you a summary of events as we experienced them in order to document the real, not notional, risks to resident safety arising from the fragility of Islington's trunk water mains. We also want to put forward some general observations on the systemic risk they pose.

A catastrophic event and dangerous occurrence

It is worth summarising the events of Monday 5th December, from the perspective of the residents of Devonia Road.

At some time between 4am-5am, an arterial trunk pipe burst in Upper Street, Islington. The topography and road layout in the area of the burst water main caused the escaping water to flow downhill, channelled down Charlton Place and across Colebrooke Row and then down a private road, where it built up very rapidly in an area confined by closed garages and garden walls.

By 6am a huge pool of water, estimated at between 7-8 feet in height, burst through the garages and garden wall at the rear of No [REDACTED] Devonia Road. Like a tsunami, it poured into the garden of No [REDACTED] and rapidly built up against the rear of the house. At approximately 6.30am the water had sufficient force to cause its conservatory (whose windows are strengthened by reinforced security glass) to explode. The power with which the water entered the house ripped the radiators of the wall and flung them to the far end of the room. The water level rose from about one inch to over seven feet

high; within seconds it had almost reached the ceiling.

At about the same time the force of water knocked down the lateral garden wall between No ■ and its immediate neighbour (No ■). In turn it then knocked down - like a set of dominoes - the lateral walls between Numbers ■ and ■

In every one of these houses, the water first flowed into the gardens and then wreaked catastrophic destruction, entering the basements of each house with enormous force and rapidity.

At about 6.30am, the police and fire services warned residents to evacuate with immediate effect. This was just minutes before the conservatory at No ■ exploded. The residents of No ■ narrowly escaped serious injury or death; they had just been down to the lower ground floor to rescue their dog when the conservatory exploded.

At No. ■ similarly protected by having large double-glazed security windows, the water built up and then smashed through the interior with sufficient force to drive a washing machine and its adjacent dryer through a solid concrete-block wall and then across the basement area in the front of the house.

In No ■, the occupant's bedroom is in the basement; it was sheer chance that when the water flooded in, she had gone upstairs to make tea. Suffering at the time from a hip problem, she would have been unable to escape in time.

In No ■, the residents were attempting to rescue items from their basement when the water broke through. The force and power of the water entering No ■ was captured in a number of striking and horrifying photographs as they escaped.

In No. ■ the residents lived entirely in the basement flat. It is very fortunate that they were away on holiday at the time. The high water line left by the flood - at seven feet - has been recorded: had they been asleep there at the time they would have been at risk.

In all these houses, it was only luck that prevented serious injury and perhaps death by drowning or blunt force trauma.

Thames Waters legal position in case of future bursts

As affected residents, we were given a frank and sympathetic presentation by your colleague Bob Collington at the Business Design Centre, Islington, on 1st February 2017. His presentation showed considerable understanding of the sequence of events and an explanation of the works proposed to reduce any risk of any repetition. He stated that the proposed relining of the water main meant that the chance of reoccurrence was "very, very slim."

It was accepted that the burst on 5th December 2016 was not an isolated incident. Bursts from nearby points in the trunk main occurred in 1999 and again in 2005 so Thames Water had been on notice that there were weaknesses in this specific area. We trust the Board of Thames Water is mindful of this situation.

Had there been fatalities on 5th December the legal position of Thames Water could have been very precarious in terms of legal responsibility for those deaths. However, our purpose in writing is not to debate Thames Water's legal responsibility for hypothetical fatalities. It is to ensure that we place with you a formal record of our profound concerns.

There is no question that if any occupier of any of the affected houses had been in their basement level at this time, there would have been injuries and, indeed, fatalities. This was not just a burst water main; it ought to be recorded as a notifiable dangerous occurrence.

And given the topography and road configuration on Upper Street and the surrounding roads, we remain concerned that any future water main burst in the locality could result in a repetition of this catastrophe.

A systemic issue

Our larger concern extends to the systemic issue which was outlined in Bob Collington's presentation: parts of the trunk main network are now between 100 and 150 years old, made of cast iron, subject to corrosion, and to stresses that were not anticipated at the time the mains were laid.

It was indicated that the financial and logistical difficulties of replacement mean that it will take decades of consistent work for the trunk main to be replaced or relined, and therefore decades of disruption to London's transport system. Whilst we understand the nature of the difficulties, we are concerned at the limited extent of the work currently envisaged as a response to this recent burst.

Thames Water intends to reline the main for a length of 800 metres along Upper Street between the Angel junction and Islington Green. This leaves untouched the trunk main that runs further north - - - under Upper Street, and the other trunk main that runs under Essex Road; while surveys of these stretches are said to be planned, there has been no commitment to replace or reline these pipes.

So it is entirely reasonable to view it as a serious risk that a burst in either of these mains is likely to result in a similarly catastrophic flood in this or neighbouring areas. We hope you and the Board will give serious attention to this risk.

We know that the network is extremely old and increasingly fragile. This state of fragility can only exacerbate. The risk of major bursts will increase as the age of the network increases and becomes increasingly weak. Currently, there are no tools available to inspect the state of the trunk main pipes efficiently and thoroughly. There is no present plan to address and remove this inherent risk. It is real, not notional. But, from the explanations given to us, it appears as though the risk is in fact incapable of being mitigated due to the size, scale and complexity of the replacement task.

We would like to express our personal appreciation of Bob Collington's honest discussion of the issues with us. We would urge the Board of Thames Water to address them. We trust you will engage with other bodies - such as Parliament, the Mayor of London's Office, the Health & Safety Executive, OFWAT and others (copied here) - to raise awareness of the dangers posed by the antique condition of London's trunk main infrastructure.

We would welcome your considered response.

Yours sincerely

[REDACTED]
Devonia Road
London N1

On behalf of [REDACTED]

EVIDENCE SESSIONS OF THE COMMITTEE – APPENDIX C

NOTE OF A MEETING WITH THAMES WATER AND RESIDENTS – UPPER STREET FLOOD – MONDAY 13 FEBRUARY 2017 – 6.30P.M. – BUSINESS DESIGN CENTRE

PRESENT: Thames Water – Nigel Dyer- Chief Executive Thames Infrastructure, Matthew Hackshaw, Chris Davis, James Kingston, Cecilia Larkin, Cunningham Lindsey Andrew Mishen, Joseph Noel, Jeff Hoskin.

Councillors – Richard Greening, Rowena Champion, Clare Jeapes and Caroline Russell
London Angel Business Improvement District – Jackie Ambrosini
Businesses affected by the Upper Street flood

Councillor Richard Greening in the Chair

Matthew Hackshaw opened the meeting describing the structure of the event. Nigel Dyer then made a presentation to the meeting concerning the circumstances around the flooding incident.

Nigel Dyer made a sincere apology on behalf of Thames Water to those affected by the flood. He said that 'Thames Water were doing everything they possibly can to prevent this situation happening again.'

Nigel Dyer explained that the main which burst had originally been installed in 1854. It was currently out of use while this 800 metre section of pipe is being relined by Thames Water. Sensors had already been put on it.

The following main points were then made -

1.Nigel Dyer stated that survey work would be started on 15 February in Upper Street, between the Pentonville Road and Islington Green junctions, Islington Green between the Upper Street and St.Peter's Street junctions, and St.John's Street between the junctions of Owen Street and Pentonville Road. This work will take place between the hours of 10pm. and 6.00a.m.

2.Nigel Dyer made a commitment to businesses that it was their intention that no business will be worse off as a result of the flood or to see anyone suffer materially or otherwise and that any losses to businesses that are not met by the loss adjustors would be supplemented met by a payment from Thames Water

3.Concern was expressed that businesses had lost trade over the busy Xmas period and that some of their stock was difficult to value as they were the experts in that field. Cunningham Lindsey, the loss adjustors, stated that they would consult on valuations and make an offer. Nigel Dyer stated that Thames would make up the balance with one cheque being payable to businesses and he committed to ensuring that no business would be worse off as a result of the flood. In response to a question it was stated that the traders in Camden Passage worked to a profit margin of around 33% and it was reiterated that traders would be recompensed and not worse off as a result of the flood.

4.Concern was expressed at the attitude shown by some staff at Willis Towers Watson, (WTW) (who were acting for Cunningham Lindsey), to businesses that had contacted them on some of the claims and that this was not acceptable. Businesses expressed the view that WTW should have had a representative present that evening to respond to the

criticisms made. Cunningham Lindsey responded that WTW had been invited to attend, but they had stated that they were not able to do so. Cunningham Lindsey stated that they would raise these concerns with WTW, and that whilst this problem has not arisen in the past, if businesses wished to raise these issues with Cunningham Lindsey after the meeting they would take these up and deal with them

5. Concern was also expressed that on the day of the flood conflicting information had been given to businesses about removing items from their premises, which had led to disputes about the cost of items and disposal of items. It was stated that Thames should provide written advice or information, (for example on a laminated sheet) for businesses and residents for any future incidents on how to deal with claims following floods and who to contact in this regard and Thames and Cunningham Lindsey undertook to do this. It was noted that Thames admitted that this was the biggest incident that they had dealt with. They committed to learning from their mistakes to better handle future incidents

6. Reference was made to the fact that some businesses had been informed that they should go through their own insurers, whilst others had been told to contact Thames insurers. Cunningham Lindsey stated that the advice that would have been given to businesses was dependent on the type of policy that they had, and individual questions on any claims and building costs for works could be raised individually following the meeting with them

7. Discussion took place as to the level of compensation businesses would get for loss of trading over the busy Xmas period, how the loss adjustors/Thames would decide on an appropriate sum to be paid, taking into account the fact that many businesses were still not open for trading and the many hours that businesses had to put in completing forms and arranging work for their premises etc., Businesses enquired how the loss adjustors would calculate the appropriate hourly rate payable that businesses should be entitled to in relation to dealing with such issues regarding the flood. Cunningham Lindsey stated that these discussions would be held with individual businesses and appropriate payments made dependent on circumstances

8. Reference was made to differing levels of compensation paid to businesses and the fact that when this was queried with WTW they had been rude and dismissive. Cunningham Lindsey stated that they would raise this with WTW, however in view of the concerns raised, businesses would now be able to deal with Cunningham Lindsey directly

9. Businesses expressed concern that despite completing information on the day of the flood, detailing contact details etc. for the insurers and Thames, no direct contact had been made by Thames with businesses since the incident. It was added that businesses had been left to deal with WTW, who had been unhelpful in many instances, and often failed to respond in a satisfactory timescale. Cunningham Lindsey reiterated that they would now deal with businesses in the future to resolve individual claims, however this was the first time that problems had arisen with their use of WTW, when they had acted on behalf of Cunningham Lindsey. Cunningham Lindsey stated that they would inform WTW that they needed to respond in a satisfactory timescale to businesses and also make payments, where agreed, within 7 working days

10. Concern was expressed that on the morning of the flood that Thames, when arriving on scene, were not really in control of the situation and that their response had been reactive, rather than proactive, and Thames needed to learn lessons from this for future flooding situations

11.Reference was made to the meeting of the Policy and Performance Scrutiny Committee taking place at the Town Hall at 6.00p.m. on 8 March and that Thames would be reporting back in relation to the circumstances around the flood and an update on the independent review of major bursts that is taking place

12.A business representative queried where the emergency operatives who attended the site had come from and why they had taken so long to arrive on site. In addition, she enquired when they had first been first contacted about the flood, the area that they had had to come from, given the delays in getting to the flood, and whether Thames had known where the valves were located that needed to be turned off. Thames responded that they did know the location of the valves, however it was a lengthy manual operation involving 4 people to turn off each valve. Thames stated that they did not have available the information as to where the emergency operatives had attended from and residents expressed concern that this information was still not available some weeks after the incident

13.Thames stated that they had been informed at 5.10 a.m. on 5 December that there was a flood in Upper Street and the first Thames operative had been on site at 6.15a.m. However a number of checks had to take place before the valves could be turned off. This had taken some hours as it took 4 men to turn off each valve and each valve had to be turned manually 73 times

14.Discussion took place in relation to the reopening event for businesses in the Angel area that was to be funded by Thames Water and the additional measures that Thames could put in place to encourage trade back into the area following the loss of trade, (especially the loss of trade over the crucial Xmas period) and the damage to reputation, due to the flood. Suggestions included – Festive lights, Entrance lights to Camden Passage, Press releases in local press, Evening Standard and the Metro, contributions towards London in Bloom exhibit, advertising on websites/flyers, information in hotels in the area on Camden Passage traders, and also advertising in the Antiques Trade Gazetteer. It was agreed that the final list of additional measures should be the subject of discussion between Jackie Ambrosini of the Angel London BID, Pauline Coakley Webb of Pierpoint Passage and Matthew Hackshaw of Thames and a consensus view agreed

15.Businesses also expressed the view that the meeting that had been held that evening should have been held earlier and that this may have helped businesses to raise issues of concern previously

16.The Chair stated that a meeting between businesses and the Policy and Performance Scrutiny Committee (PPS) would be held later in March and that details would be notified through Jackie Ambrosini at the Angel BID. A meeting would be held with the PPS Committee and Thames on March 8 at 6p.m.

NOTES OF MEETING ON FLOODING SCRUTINY WITH L.B.LEWISHAM AND L.B.LAMBETH – FRIDAY 03 FEBRUARY 2017

Present: Councillors: Richard Greening, Una O'Halloran – L.B.Islington

Alan Hall, Alan Smith, Kevin Bonnavia, Amanda De Ryk - LB.Lewisham
Andy Wilson- L.B. Lambeth

Officers from all the boroughs were present.

During discussion Members from the respective boroughs outlined details of the recent floods in their respective boroughs

The following main points were made –

- Thames took some time in all boroughs in turning the valves off to stop the trunk mains leak – consequently the emergency response being completed took longer than it should
- There appeared to have been previous leaks in many of the areas that had been subject to recent major bursts
- There appeared to be insufficient funding to provide the necessary improvements to infrastructure
- Concern was expressed that Thames often used the excuse of requiring permitting permission from Local Authorities to carry out works, however this is not necessary in an emergency situation
- In terms of getting to an emergency it was felt that Thames should have a 'blue light' system in the same way as the emergency services as a major burst could constitute a threat to life
- Thames were reluctant to share information in relation to their piping network and this needed to be addressed
- There needed to be improved communication channels by both Thames and Local Authorities when bursts took place
- Information on the recent 8 major bursts that Thames have referred to needs to be collected so that a Pan London approach can be taken
- Members felt that there the Council and Fire Brigade should be made aware by Thames of where the turn off valves were located

Members agreed the following –

- That whilst individual Councils would progress their own separate scrutiny investigations there should be a Pan London report produced through London Councils to highlight the common factors experienced by all Councils affected by major bursts and this be taken up through the LSN. Case studies could be used to support the report
- Details of the 8 recent major bursts should be requested from Thames in order to identify which boroughs should liaise on this report
- OFWAT should give evidence
- Evidence should be taken from other public utilities about flooding on their services
- Information on siting of valves on major trunk roads should be made available to Councils and the Fire Brigade
- Thames idea of smart metering to reduce leakage would take a number of years to implement and would not deal with the issue of leakage on trunks roads, only with customer leakages

- It was noted that in Lewisham Thames applied for over 1900 permits in the last year but ended up cancelling over 1000 of them which caused a lot of unnecessary work for the authority

NOTE OF A MEETING WITH FIRE BRIGADE/POLICE – FRIDAY 3 FEBRUARY 2017 -3.00P.M.

Present: Patrick Golbourne – Fire Brigade Commander Islington
Debbie Pierson, Walt Mutch – Islington Police

Councillors – Richard Greening, Clare Jeapes, Rowena Champion, Una O'Halloran

Kevin O'Leary and Dan Lawson – L.B.Islington Environment and Regeneration

During discussion the following main points were made –

- The first call to LFB had been made at 05:01:29 to the LFB control room and at 05:03:05 a crew was despatched to the verified address
- The first crew arrived on scene at 05:06:54 and Thames Water were contacted at 05:07:49 with an estimated time of arrival within 2 hours, which is their standard response time. At 05:20:23 a request was made to the Police and TfL for road closures and at 05:34:33 a request was made to the Council for 120 sandbags
- At 05:40:04 the Watch Manager reported that a burst water main of unknown size had burst and there was flooding to a depth of 0.5 metres affecting an area of 100 metres and operational support unit was requested to control the flow of water
- Information was received that the pipe is a 36" mains pipe and LFB provides pumps and a Fire Rescue unit with one boat. Properties in Charlton Terrace flooded to depth of 8 feet
- 05:51:53 message received from Thames Water to say technician on way and sending 150 sandbags and LALO requested for rehousing of tenants
- At 06:03:20 an offensive tactical mode has been adopted and all FRU's must carry boats due to flooding and LUL informed of close proximity to tunnels
- At 06:30:35 flooding has spread to an area of 460 metres by 150 metres flooding multiple residential and commercial properties and basements in Charlton Terrace flooded to a depth of 2 metres People evacuated to Steam Passage Public House
- At 06:48:17 LFB request attendance of electrical authority as substation at Shalford Court is flooded to depth of 300 ml. Thames and Local Authority to increase supply of sandbags from 150 to 500. At 07:21:05 received notification that first sandbags en route from Slough with an eta of 1hr 30 mins and second lorry being loaded and departing 40 mins with total delivery of 700 sandbags
- At 08:26:28 reported that multiple properties now flooded. A multi- agency tactical meeting had been held at 07:45 and no casualties had been identified, evacuation to Steam Passage and that Thames operative be on site to establish water valve location at 08:45 and next tactical co-ordination group meeting scheduled for 09:00. Now been declared a major incident
- At 09:45:44 attendance of structural engineer requested
- At 09:54:48 flooding now approximately 600 metres by 300 metres in Devonia Road, Duncan Terrace, Colebrooke Row and Charlton Place, affecting 80 residential and commercial properties flooded to various depths up to a maximum of 3 metres. Pumping operations and systematic search of premises in progress. Approximately 50 residents evacuated to rest centre
- At 11:23:47 systematic search of all premises completed and pumping operations continuing in Devonia Road and Colebrooke Row and lightweight pumps, submersible pumps, dry suits and PFD's in used

- At 12:32:51 progress made in pumping out properties and water levels subsiding and next tactical co-ordination group meeting scheduled for 1:30 and phase moved into tactical mode
- At 12:13:13 LFB Commander report that 36" water main had burst and outlined situation that had occurred. Water supply now isolated and electricity supply isolated to approximately 601 properties by UK power networks and 20 properties pumped out by Fire Brigade. One elderly female resident rescued and carried to safety. Approx 100 residents evacuate under care of Local Authority. Major incident had been declared by Police
- At 16:37:35 co- ordination group meeting concluded and no further Fire Brigade presence required. Duty of care left with Thames Water
- It was noted that at present LFB did not have responsibility for the statutory Flood response and that they were lobbying the Government on this matter
- In response to a question it was stated that there is a need for sandbags to be more readily available and that the Local Authority were making arrangements in this regard
- Discussion took place as to the first report of the leak, which was at 03:57 by a bus driver and at this stage it was a very small leak. Just after 04:00 a.m. this was reported to TfL to contact Thames Water but it is unclear if this happened. It was noted that it was felt that TfL could have acted more speedily in the situation and
- Reference was made to the local knowledge of Fire Brigade crews and that this is valuable when dealing with a situation like the flood at Upper Street as they were aware where the fire hydrants were
- Discussion took place as to whether Thames were able to share their plans of the locations with LFB and the Local Authority and it was stated that there were security implications with this but this is being looked at
- The view was expressed that whilst 17 calls had been received from the Fire Brigade in respect of the flood given the magnitude of the flooding there needs to be a communications message to the Public that they should report any leak immediately
- Members were informed that it would be useful if the public utility companies were involved in the tactical emergency planning meetings that took place with the Local Authority, Fire Brigade and the Police
- It was noted that the Fire Brigade had an excellent relationship with the Emergency Planning team at the Local Authority
- It was noted that discussion of provision of sandbags could be discussed at the London wide Directors of Environment meeting to see if a system of sandbag distribution on a shared basis is possible or whether other new technology systems are available

NOTES OF A MEETING TO DISCUSS UPPER STREET FLOOD WITH EMERGENCY PLANNING TEAM – 07 FEBRUARY 2017 – 3.00P.M.

Present : Councillor Richard Greening

Daniel Lawson – Emergency Planning – Environment and Regeneration Department

Councillor Richard Greening in the Chair

During discussion the following main points were made –

- It was noted that the Police first reported the leak as a result of checking the CCTV. TfL had initially reported the leak to the Police and at around 4.58a.m. the Fire Brigade were contacted. It was not known whether TfL had contacted Thames at this stage or if they had contacted them
- It was stated that 2 Local Authority Liaison Officers (LALO's) were on call and were alerted to attend on site and additional staff were on standby and there are also 30/40 volunteers who are available to assist if needed
- LALO's have to live within an hour of Islington and it took them 40 minutes to get on site. The Borough Emergency Control centre (BEC) opened at 7.00a.m. at 222 Upper Street
- There was initially a rest centre for residents set up at the Steam Passage and this was moved to the Business Design Centre later in the morning at 8.30a.m.
- LALO's were able to obtain medication for residents who needed this and could not get back to their properties because of flooding
- There had been problems with some media representatives who were present pretending to be residents and this is an area that would be looked at in future to ensure measures were in place to deal with such situations
- The BEC received regular updates on what was happening on site and sent pumps to the site and staff to assist the Police with traffic management
- Once the situation was in actual recovery stage the BEC organised street environmental services to go on site and clean and make safe footpaths and roads and these were safe to open within 36 hours of the flooding. A member of staff from Building Control was also sent down in order to check that buildings were structurally sound
- In terms of going forward and lessons learnt it was felt that the Council were looking into the stocking of sandbags, and that a request would be made for Thames to provide information on where main trunk mains were situated

It was stated that once the internal incident report had been completed by the Emergency Planning it would be circulated to Members

**NOTE OF PUBLIC MEETING WITH THAMES WATER AND RESIDENTS – FLOODING
SCRUTINY REVIEW- BUSINESS DESIGN CENTRE – MONDAY 1 FEBRUARY 2017 – 6.30P.M.**

PRESENT: Councillors Richard Greening, Una O’Halloran, Alice Perry and Caroline Russell

Thames Water : Bob Collingham, Chris Davis, Matthew Hackshaw, Cecilia Larkin, Simon Hughes, James Kingston

Residents of flooded area and Christine Lovett and Jackie Ambrosini – Business Improvement District

Councillor Richard Greening in the Chair

The Chair outlined the proposed format of the meeting and it was noted that Thames Water loss adjusters and insurers were available following the meeting if residents wished to raise individual concerns with them.

It was noted that a separate meeting with businesses had been arranged for 13 February at the Business Design Centre.

Thames Water made a presentation to the Committee details of the flooding incident and Thames response. It was noted that Thames had arrived on site at 7.45a.m. and that the valves that needed to be shut off had finally been shut off at 9.15a.m. 4 men were needed to shut off each of the 4 valves as these were complex to shut down. It was noted that Thames took 4 hours 20 mins from when the leak was first reported to closing down the mains.

It was noted that the burst pipe was laid in approximately 1850-1875 and that an 800 metre section of the pipe that had burst is being relined. However pipe replacement did come with the implications of disruption for residents and businesses and road closures and planning will need to take place with TfL, the Council and residents and businesses.

An independent review into all the recent major bursts is taking place led by Paul Cutill OBE who is an industry expert.

Thames apologised to residents and businesses for the flood and that they would need to submit a case to OFWAT for increased funding for pipe replacement and it was hoped that the independent review would support this.

It was noted that the burst pipe in Upper Street is currently not back in operation until pipe relining is completed. Thames reported that to reline $\frac{3}{4}$ km of piping will take 4 months at an estimated cost of £5m, High tech sensors had been installed.

Thames stated that they did not want to see residents or businesses to be massively out of pocket due to the flooding and already had made a goodwill payment of £1000 and a meeting was taking place with the Chief Executive to look at other measures and he would report back on the outcome. In addition residents and businesses will not have to pay water bills until the situation is resolved.

In response to a question it was stated that to replace the piping concerned in the last 8 major bursts would cost in the region of £55m and this was far in excess of any compensation/insurance

payments made as a result and a case has to be made to the economic regulator to increase investment in the 5 year plan for pipe replacement.

It was stated that Thames had made a £300m profit in the last financial year and had reinvested 80% of its profits and had not paid a dividend to shareholders. Pipe replacement was based on risk and whilst leak detections measures are deployed these do not detect all risks, such as in Upper Street, where one wall of the pipe had got thinner and had led to the eventual burst. In some locations the detection method used is difficult to use and can take time. Other new technology techniques were being looked at.

In response to a question it was stated that the water had been re-routed to the Essex Road mains, however residents expressed concern that this section of pipe had had a history of previous bursts. Thames undertook to survey both the Essex Road and Upper Street main pipes to assess risks of bursts within the next 2 weeks and residents would be updated with the results.

Thames stated that extensive damage has been caused to seven neighbouring streets as a result of the flood. Around 54 residential and 44 commercial properties had been affected. Eighteen residents had been accommodated on the first night and 10 tenants are still in temporary accommodation. Staff on site had included technicians and out of hours co-ordinator, senior local management team, loss adjusters, customer liaison, a clean up team and repair team on 24/7 rota.

A resident stated that it had taken a long time to turn the valves off to stop the leak and enquired whether this timescale could be improved. Thames stated that operatives had to turn the valves off manually and that if they were not turned off properly this could cause a hydraulic shock wave and cause further bursts along the pipe and each valve closing took approximately an hour. The system would be looked at but there is no 'magic wand' to reduce the time taken. Any automatic solution would be a long process and would need approval from the economic regulator and involve severe disruption to install.

Discussion took place as to the emotional stress that has been caused to residents and businesses and that discussions had taken place at Thames with a view to providing such services if future events occurred.

It was stated that the leak had first been reported to Thames at 5.07a.m. although CCTV had picked up the first leak at 4.00a.m. Thames stated that as part of the review of the incident they would be looking at how co-operation with other agencies could be improved.

Residents expressed the view that it was good fortune that no residents were killed in the flood and that where there are basement properties there should be a special response in place to deal with these situations. Thames responded that they were looking at this however local knowledge of properties would be needed for this. The view was expressed that the information could be found on flood maps and Thames stated that they would be doing this as part of their modelling process. In addition residents were informed that the Council's consultation on the flood plan was taking place and residents were welcome to contribute to this.

Reference was made to the fact that there had been 3 previous floods in the Upper Street area in recent years and the future risks needed to be assessed.

In response to a question it was stated that the Emergency Services would always respond faster to events like this than Thames and they liaised with them to get appropriate information to enable them to respond. Thames do have sandbags stocks, however they arrived too late to be effective in this instance.

Thames stated that they had visited properties in Devonia Road on the day of the flood.

Thames stated that in regard to whether they had a compensation policy that Thames had a range of policies and one that covered flooding situations, however this did not always provided sufficient recompense and he would be discussing the flood in Upper Street with Thames Chief Executive given the individual circumstances.

The Chair thanked everyone for attending.

NOTES OF A MEETING WITH RESIDENTS AND BUSINESSES – WEDNESDAY 29 MARCH 2017 – 7.30 P.M. – BUSINESS DESIGN CENTRE

Present: Councillors: Richard Greening and Una O'Halloran
Thames Water – Simon Hughes, Nigel Dyer, James Kingston, Mark Matthews, Neil Hancock, Matthew Hackshaw, Tina Enright, Andrew Missen, Mark French'
Cecilia Larkin
Christine Lovett – Angel BID
Residents and Businesses affected by the flood

During discussion the following main points were made –

- Discussion took place as to insurers raising premiums for residents because of outstanding claims, as a result of the flood. Thames Water undertook to ensure they would repay any rise in premiums arising as a result of the Upper Street flood to residents
- Favourable consideration to be given by Thames Water to payment of £1k compensation to the resident of ■ Devonian Road who had only been offered £30 to date
- Noted that work to reline Essex Road/Upper Street main trunk mains to start in April. The initial work from St.Peters Street to the war memorial will take about 6 weeks and works will take 18 weeks in 3 separate 6 week sections. Discussion took place as to the road closures proposed and diversions of buses and that this is currently under consideration with TfL and the Council. It was stated that TfL were pressing for a 24 hour closure, but concern was expressed that any agreed scheme should take account of businesses footfall and commuters needing access to Upper Street and not involve full closure of Upper Street unless absolutely necessary
- Welcomed the commitment from Thames Water senior managers to meet with representatives and businesses on a regular basis – possibly fortnightly – to ensure any outstanding problems can be raised and progressed, given the difficulties experienced with Willis Towers Watson – residents and businesses to nominate representatives to attend such meetings. Thames Water stated that they wished to process claims as quickly as possible and that they appreciated residents and businesses concern at the apparent lack of progress with their insurers
- Noted that work to the gardens will take place in Devonian Road very shortly and permissions had now been given in relation to the garage access
- Thames Water to provide a redacted list of claims settled and those that are still outstanding and any interim payments made, plus information that the insurers still need in order to settle claims, in order that they can be progressed and completed within the specified period
- Welcomed Thames Water commitment that no resident will pay water bills for one year and that any payments already made will be reimbursed
- Bob Collington to be requested to attend next meeting arranged by Thames Water for residents and businesses

Flood Timeline – Appendix D

Source	Time	Exact	Event	Comment
LBI Emergency	04:02	Exact	Islington Council CCTV receive report of leak in Upper Street from Metropolitan Police Service (MPS)	
LBI Emergency	04:04	Exact	CCTV commence search for the leak via Upper Street cameras	
LBI Emergency	04:06	Exact	CCTV finds the leak and transfer live images to MPS control (Bow and Islington).	At this stage the leak appears significant and it creates a puddle several inches deep on the southbound carriageway of Upper St. Vehicles continue driving through the water leak and splash water onto the northbound carriageway. The water level appears stable until 4:57am when a much larger burst in the trunk main occurs.
LBI Emergency	04:57	Exact	CCTV images show the significant leak suddenly become a bad burst with water gushing upwards from the ground at 4:57am as the 36inch main burst.	Water can be seen erupting from below the pavement at the entrance to Camden Passage between 352 Upper St (John Laurie Antiques) and 353 Upper St (Knight Frank Estate Agents).
Devonia Rd residents	04:57	Exact	The topography and road layout in the area of the burst water main caused the escaping water to flow downhill, channelled down Charlton Place and across Colebrooke Row and then down a private road, where it built up very rapidly in an area confined by closed garages and garden walls.	Residents give an approximate time for this, which CCTV confirms to be 4:57am when the leak volume increases dramatically and for the first time water reaches the junction between Charlton Place and Upper St
TW Bob C	04:58	Exact	TW Water Control report flow increased by 20% from normal approx. 100 million litres per day (MLD) up to peak flow of 122.58 MLD	Implied that leak was 22.5m litres per day or 260 litres per second
LFB Incident Summary	05:01	Exact	London Fire Brigade (LFB) via its London Operations Centre (LOC) at Merton received the first 999 call to a burst water main outside 42-44 Upper street.	42-44 Upper Street is on the other side of Upper St, directly opposite the entrance to Camden Passage where the burst occurs.
LFB Incident Log	05:03	Exact	LFB dispatched the nearest appliance which was A301 from Islington Fire Station	
LFB Incident Log	05:06	Exact	LFB at the scene with appliance A301	
LBI Emergency	05:07	Exact	LFB requested the urgent attendance of Thames Water. Thames confirmed attendance would be within 2 hours.	
TW Bob C	05:07	Exact	Fire brigade reported a bad burst outside 44 Upper Street - 30822133 raised.	
LBI Emergency	05:20	Exact	LFB requested Police attendance for traffic and road closures (CAD 897).	
TW Bob C	05:30	Exact	TW Dispatch starts calling available Network Service Technicians (NSTs) on Standby jobs were allocated once contact was made.	
TW Bob C	05:30	Exact	Water Operations Control Duty Manager (OCDM) aware	
LFB Incident Summary	05:30	Approx	Around this time the LOC began to receive multiple/ additional calls to flooding in the area. Thirteen other calls were received and the LOC mobilised F241 Shoreditch fire station to a flooding at 37 Colebrook Row, Islington N1 8AF	
LBI Emergency	05:30	Exact	Transport for London informed by LFB. (Ref 98)	
LBI Emergency	05:34	Exact	LFB request Islington Council to provide 120 bags of sand. Request passed to Highways who can provide a small amount as LBI do not hold sand bags. LFB request Thames Water to provide sandbags.	

LFB Incident Log	05:40	Exact	From Watch Manager Thorpe o/s 356 Upper street Islington. One burst water main of unknown size flooding to a depth of 0.5 meters effecting an area of 100 metres of upper street, flooding approximately 15 commercial, 10 residential properties. Request urgent attendance of water authority to isolate supply. Request operational support unit to control flow of water. Upper street closed from Camden passage to Essex road Tactical mode is Oscar (Offensive)	
LFB Incident Log	05:41	Exact	Islington council will call back with eta if and when for sand	
LBI Emergency	05:45	Exact	LBI Emergency Planning informed of burst water main. LBI Crisis Response Plan activated.	
LBI Emergency	05:48	Exact	4 fire appliances, 3 Fire Rescue Units (1 with Boat).	
LBI Emergency	05:49	Exact	Thames water confirms this is a 36 inch pipe which has failed.	
LBI Emergency	05:50	Exact	LFB confirm properties in Charlton place now flooded to a depth of 8 feet.	
LBI Emergency	05:51	Exact	Thames water confirms to LFB they are sending a technician ASAP and a truck with 150 bags of sand.	
LBI Emergency	05:54	Exact	LFB request LALO for rehousing of residents.	
Devonia Rd residents	06:00	Approx	By 6am a huge pool of water, estimated at between 7-8 feet in height, burst through the garages and garden wall at the rear of No █ Devonia Road. Like a tsunami, it poured into the garden of No █ and rapidly built up against the rear of the house.	
LFB Incident Log	06:00	Exact	Local authority calling back for ETA for Louise Brown LALO	
LFB Incident Log	06:03	Exact	Watch manager Coltress is now Incident Commander tactical mode Oscar, (offensive)	
LFB Incident Log	06:03	Exact	Make FRUs 3 all must carry boats tactical mode Oscar, (offensive)	
TW Bob C	06:09	Exact	Between 06:09 & 06:12 Jobs raised for 4 x NSTs by TW Scheduling	
Twitter	06:10	Exact	First tweet sent by @thameswater: #N1 We are aware of a burst water main on Upper Street our team are on their way	
TW Bob C	06:15	Exact	1st TW NST on route	where did the NSTs travel from?
LBI Emergency	06:16	Exact	London Underground informed by LFB due to proximity of tunnels. (ref 11)	
TW Bob C	06:19	Exact	2nd TW NST on route	where did the NSTs travel from?
Devonia Rd residents	06:30	Approx	At about 6.30am, the police and fire services warned residents to evacuate with immediate effect. This was just minutes before the conservatory at No 1 exploded.	
LBI Emergency	06:30	Exact	LFB confirm an area of 460 meters by 150 meters affected with multiple residential and commercial properties involved. Basements in Charlton place flooded to a depth of over 2 meters. 50 People evacuated by Brigade and Police to the Steam Passage tavern as a refuge.	
LFB Incident Log	06:30	Exact	From Watch manager Coltress at 341 Upper street Islington. An area of 460 meters by 150 meters from City road to Islington green affected. Multiple residential and commercial properties involved. Basements in Charlton place flooded to a depth of 2 meters. 50 People evacuated by Brigade and Police to the Steam Passage tavern as a refuge. This will be a protracted incident. Water rescue level 2 implemented. Tactical mode is Oscar (Offensive)	
Devonia Rd residents	06:33	Exact	At approximately 6.30am the water had sufficient force to cause the conservatory at █ Devonia Road (whose windows are strengthened by reinforced security glass) to explode. The power with which the water entered the house ripped the radiators off the wall and flung them to the far end of the room. The water level rose from about one inch to over seven feet high; within seconds it had almost reached the ceiling. At about the same time the force of water knocked down the lateral garden wall between No █ and its immediate neighbour (No █). In turn it then knocked down - like a set of dominoes - the lateral	Time assumed to be 06:33 in light of above comment timed at 6:30 just "minutes before conservatory exploded"

			walls between Numbers	
LFB Incident Log	06:34	Exact	Station Manager Eager is now incident commander	
LFB Incident Log	06:35	Exact	From Station Manager Eager make pumps 6	
TW Bob C	06:43	Exact	Felipe Estacio Network Optimisation Manager onsite	
LBI Emergency	06:48	Exact	LFB request attendance of electrical authority as substation 44736 at Shalford Court is flooded to a depth of 300ml.	
TW Bob C	06:49	Exact	TW Scheduling report 3rd NST on route	where did the NSTs travel from?
TW Bob C	06:50	Exact	Loss adjusters called by TW Scheduling	
LBI Emergency	07:00	Exact	Islington Council Borough Emergency Control Centre (BECC) opened.	
LBI Emergency	07:05	Exact	LFB request Thames Water increase sand bags from 150 to 500, request eta.	
LFB Incident Log	07:16	Exact	Group Manager Sutcliffe is now Incident Commander	
LFB Incident Log	07:17	Exact	From Group Manager Sutcliffe Make operational support units one	
LBI Emergency	07:21	Exact	First Thames Water lorry with sandbags en-route from slough (eta 1 hour 30 minutes). Second lorry is being loaded will depart in 40 minutes. Delivery will be 700 sand bags in total.	
TW Bob C	07:23	Exact	Felipe Estacio attended Gold Command	
LBI Emergency	07:23	Exact	LFB request attendance of hazardous materials and environmental protection officer.	
TW Bob C	07:27	Exact	First no water call reported from a customer at 49 Gerrard Road, Update raised.	
TW Bob C	07:29	Exact	TW Scheduling report 4th NST on route	where did the NSTs travel from?
LBI Emergency	07:30	Exact	Emergency Planning inform on-call LBI Media officer.	
LBI Emergency	07:40	Exact	Emergency Planning inform on-call director and public protection director.	
LFB Incident Log	07:45	Exact	Multi Agency Tactical coordination group meeting in progress.	
TW Bob C	08:02	Exact	First NST on site	
TW Bob C	08:04	Exact	First tweet from a customer: You were told about the mains burst in N1 4 hours ago and still the water is flooding out. ETA for water turn off?	
TW Bob C	08:11	Exact	Field Operations Specialist on site (James St Jean)	
LBI Emergency	08:11	Exact	Major Incident declared by Met Police	
LBI Emergency	08:15	Exact	Emergency Planning activate British Red Cross for rest centre.	
LFB Incident Log	08:26	Exact	From Group Manager Sutcliffe 36 inch main burst in roadway at 352 Upper Street. Multiple properties flooded in surrounding area. No casualties identified. Steam Passage tavern remains in use as reception centre. Water Authority representative to establish water valve isolation at 08:45hrs. Next tactical coordination group meeting scheduled for 09:00hrs.	
TW Bob C	08:30	Exact	1st Valve Shut	
Twitter	08:37	Exact	#N1 Teams are onsite and working to stop flooding to properties	
TW Bob C	08:45	Exact	St Johns Road Valve Shut	
LBI Emergency	08:45	Exact	Thames Water isolates the water supply to failed pipe.	
TW Bob C	08:46	Exact	Pump was shut down What does this mean as final valve not shut until 09:15?	
LBI Emergency	08:49	Exact	LFB request the attendance of TFL and British Transport Police. (ref 97)	
LFB Incident Log	09:00	Exact	Borough Commander Goulbome is now Incident Commander	
TW Bob C	09:15	Exact	Main shut. Final valve (Claremont valve) shut at 09:15	
LFB Incident Summary	09:30	Approx	The water was isolated to the burst main at approximately 09:30hrs.	
LFB Incident Log	09:45	Exact	From Group Manager Goulbome request attendance of dangerous structure engineer	
LFB	09:50	Exact	From Group Manager Goulbome request attendance of	

Incident Log			Press officer	
LBI Emergency	09:54	Exact	LFB update that 36 inch burst water main now affecting an area of approximately 600 meters by 300 meters in Devonia road, Duncan Terrace, Colebrook row and Charlton Place. Affecting approximately 80 residential and commercial properties, flooded to various depths up to a maximum of 3 meters. Pumping operations and systematic search of all premises in progress. Approximately 50 residents evacuated to rest centre in care of local authority.	
Twitter	10:06	Exact	#N1 Burst main has been stopped, repair teams and loss adjustors in the area to provide support to those affected by flooding	
LBI Emergency	10:30	Exact	Rest Centre opened at Business Design Centre.	
LFB Incident Log	10:52	Exact	From Group Manager Goulbome Tactical coordination group meeting concluded, next meeting scheduled for 11:30	
LBI Emergency	11:10	Exact	Emergency Planning request building control to attend site to assess wall damage.	
LBI Emergency	11:15	Exact	Emergency Planning place street cleaning crews on standby to begin cleaning once water subside.	
LBI Emergency	11:23	Exact	LFB confirm the systematic search of premises in Devonia road, Charlton place, Colebrooke road and Duncan Terrace is now complete. Pumping operations continue in Devonia road and Colebrooke road using Lightweight Pumps, Submersible pumps.	
LBI Emergency	12:32	Exact	LFB confirms steady progress being made pumping out properties in Devonia road and Duncan terrace. Water levels are beginning to subside.	
LBI Emergency	12:45	Exact	Full survey will be carried out to assess northbound carriageway integrity.	
LFB Incident Log	13:57	Exact	From Group Manager Goulbome Tactical coordination group meeting concluded, next meeting scheduled for 16:00	
LFB Incident Log	14:13	Exact	From Group Manager Goulbome outside 352 Upper street. One 36 inch water burst on roadway flooding an area of 600 metres by 300 metres. Approximately 80 Domestic and commercial properties and one electrical substation flooded up to a maximum depth of 3 metres. Water supply to burst main isolated by Thames water. Electricity supply isolated to approximately 601 properties by UK Power networks, Light Weight Portable pumps, Submersible pumps, Large spill kit, dry suits, PFDs, Approximately 20 properties pumped out by Brigade, One elderly female rescued and carried to safety by Brigade from number 16 Colebrook road, One elderly female rescued and carried to safety by Brigade from number 7 Devonia road, Approximately 100 residents evacuated to business design centre under care of Islington local authority, level 2 water rescue, salvage operations, Major incident declared by Metropolitan Police service, Same as all calls, Tactical mode Oscar (Offensive)	
Twitter	14:23	Exact	#N1 Update: Our team have started work to repair the 36" pipe on Upper St. One side is now open to traffic.	
Twitter	14:31	Exact	Here's what Upper St and the surrounding areas looked like earlier today https://twitter.com/thameswater/status/805781630321356800/video/1	
LFB Incident Log	15:37	Exact	Station Manager Impey is now Incident Commander Tactical mode Oscar (Offensive)	
LBI Emergency	16:37	Exact	LFB handover incident site to Thames Water.	
LFB Incident Log	16:37	Exact	From Station Manager Impey Tactical coordination group meeting concluded. No further Brigade attendance required. Duty of care left with Thames Water.	
LBI Emergency	18:20	Exact	Islington Council handover management of Rest Centre to Thames Water.	
LBI Emergency	19:00	Exact	Islington Council Borough Emergency Control Centre (BECC) closed.	
LFB	20:50	Exact	Incident closed	

Copy of Thames Water Bursts 2016 – Appendix E

No	TW src	Date	Location	Event	Impact	Borough
1	both	10-Oct-16	Crayford Road, Dartford	Burst was from 12" and 18" diameter pipes laid in the 1880s	Substantial flooding to homes and businesses in Crayford, and water supplies to some customers were interrupted	Bexley
2	both	15-Oct-16	Leigham Vale, SW2	Burst was from a 21" diameter pipe laid in the 1890s	1st of two floods in 2 months	Lambeth
	Mark Mathews	25-Oct-16	Camberwell New Road	Burst on 30" main Laid in the 1870s	Caused significant local flooding but flooding was almost entirely external (foyer of one property was flooded but not significantly).	Southwark
3	both	26-Nov-16	Lee High Road, Lewisham	Burst was from a 24" diameter pipe laid in the 1860s	52 properties were flooded and customers in the surrounding area were without water or experienced low pressure for a short period – the full number affected is still be verified. A coach became stuck in a sinkhole – all passengers were evacuated safely	Lewisham
4	both	05-Dec-16	Upper Street, Angel, Islington	Burst was from a 36" diameter pipe laid in 1850s	Significant flooding in the area, Around 54 residential and 44 commercial properties affected.	Islington
5	both	10-Dec-16	Lee Road, Blackheath	This was caused by a trunk main laid in the 1860s.	Burst main flooded 10 businesses and 8 homes in Meadowcourt Road.	Lewisham

6	both	11-Dec-16	Northwold Road, Stoke Newington	Burst was from a 30" diameter pipe laid in the 1860s	Estimated 150 properties had to be evacuated, 20 homes and businesses were flooded	Hackney
7	both	16-Dec-16	Leigham Vale, SW2	Burst was from a 21" diameter pipe laid in the 1890s	Around 25 properties affected by flooding – these were affected twice in two months	Lambeth

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

Meeting of:	Date	Ward(s)
Policy and Performance Scrutiny Committee	20 July 2017	All

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SUBJECT: Tax Avoidance – Response to the report of the Policy and Performance Scrutiny Committee

1. Synopsis

- 1.1 The Executive received on 21 July 2016 a report from the Policy and Performance Scrutiny Committee which considered the tax arrangements of organisations the council works with and the way we check those arrangements as part of our procurement process. The scrutiny report recommended 4 actions the council should take. This report presents the Executive's response to that report and those recommendations.

2. Recommendations

- 2.1 To note the changes to the procurement process introduced nationally that replaces the Pre-Qualification Questionnaire (PQQ) with the Selection Questionnaire (SQ). The SQ cannot be amended in relation to tax questions although it does go some way to addressing the committee's recommendation 1.
- 2.2 To agree to the changes proposed to the Council's standard contract conditions as outlined in paragraph 4.2
- 2.3 To note the actions undertaken by Strategic Procurement in response to the committee's recommendations 3 and 4.

3. Background

- 3.1 In June 2015 the Policy and Performance Scrutiny Committee commenced a review entitled 'Tax avoidance'. The objectives of the review were:
- To understand how companies avoid paying UK tax, including parent companies that L.B. Islington deals with or has business links to providing a service to the Council and its subsidiaries

- To understand our existing legislative requirements around procurement and contract management
 - To investigate how we can identify businesses that we contract with who avoid paying UK tax
 - To review and update our procurement processes, within the law, to exclude those businesses that avoid UK tax
 - To review and update, as necessary, our appointment process for consultants and agency staff
 - To explore whether the Council can use other powers it has e.g. licensing, to influence companies to pay their appropriate tax
- 3.2 Overall, the Committee concluded that whilst it is the responsibility of the Government, through Her Majesty's Revenue and Customs (HMRC), to ensure companies and individuals pay the appropriate amount of tax, there are actions that we as a Council can take to improve our contracting processes.

4. Response to the Scrutiny Committee's recommendations

- 4.1 **Committee Recommendation 1: The Pre- Qualification Questionnaire (PQQ) should require tenderers to provide information on their tax compliance. It is proposed that the section on tax compliance is enhanced for contracts over £5m to provide additional information and allow for exclusion, where appropriate**
- 4.1.1 Procurement Policy Note (PPN) 8/16 was issued by Crown Commercial Services (CCS) on 9 September 2016. The PPN set out the revised national standard Selection Questionnaire (SQ), which replaced the previous standard Pre-Qualification Questionnaire (PQQ). The PPN superseded all previous guidance on supplier selection and PQQs in PPN 03/15. To facilitate easy access to procurement from all suppliers, the standard Selection Questionnaire incorporated the exclusion grounds listed in the Public Contract Regulations 2015 (PCR 2015) (Regulations 56-58) and aligned with those listed in the European Single Procurement Document (ESPD) (Regulation 59) for public procurement.
- 4.1.2 The SQ applied to all contracting authorities in England, Wales and Northern Ireland, including the Council, when procuring above the relevant EU threshold. A pre-qualification stage is not permitted in contracts below the EU threshold. All contracting authorities were instructed to use the new SQ with immediate effect made available for organisations who express their interest in an opportunity free of charge. The national standard SQ was developed to simplify the supplier selection process for businesses, in particular smaller firms, across the public sector. Supplier selection is essential to decide whether an organisation is competent and capable of delivering requirements, prior to invitation of formal bids.
- 4.1.3 The purpose of the SQ was to introduce consistency and simpler approach across the public sector, through self-declaration in response to standard questions. Checks are only performed on winning suppliers, thus reducing the burden on unsuccessful suppliers. The SQ itself is in three separate parts and Part 1 and 2 cannot be amended. Part 1 is background information. Part 2 is a self-declaration on exclusion grounds, which is where tax questions are asked and the Council is not permitted to amend this. Part 3 is about financial and technical capacity and specific to the contract being procured.
- 4.1.4 Organisations which breach the exclusion grounds have an opportunity to explain how and what action they have taken to rectify the situation through self-cleansing. This process is only required to be completed once, even if you are establishing a framework agreement with call-offs over a period of time. The list of exclusion grounds can be found here: [https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of Mandatory and Discretionary Exclusions.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf)
- 4.1.5 Questions included in Part 3 of the standard SQ should include only questions which are relevant and proportionate to the contract. No deviations are permitted to Part 1 or 2 of the SQ as explained above. The expectation is that the Council not deviate from the questions set out in Part 3 of the standard SQ. However, where a deviation may occur, it must be reported to CCS outlining the changes in wording, additional technical questions asked as standard, an explanation of why, a

version of the template used and a letter confirming that the deviations have been approved by the Head of Procurement of the Council.

- 4.1.6 Any additional questions must be considered on a case by case basis and be project specific, relating to the potential supplier's technical and professional ability. Any project-specific questions asked must be relevant and proportionate to the contract. The Council is therefore no longer in a position realistically to require potential bidders to provide information on their tax compliance in the SQ above and beyond what is outlined within the national standard SQ.
- 4.2 **Committee Recommendation 2: The Council's standard contract conditions be amended, for contracts over the value of £5m, to allow for contract termination in relation to non-compliance with tax payment obligations**
- 4.2.1 For contracts over the value of £5m additional contract clauses will be added to the council's standard conditions of contract which provide for a warranty from the supplier in relation to its declarations on Occasions of Tax Non-Compliance at contract commencement; an on-going obligation to inform during the term of the contract and a specific right to terminate the contract for breach of warranty or breach of duty to inform.
- 4.3 **Committee Recommendation 3: The published HMRC list of tax defaulters be periodically reviewed to ensure that no contractor that the Council uses is on the list, and if there is one, the contract be terminated using 2 above.**
- 4.3.1 Organisations with which the Council contracts are routinely questioned regarding the applicable exclusion grounds as part of the tendering process in the SQ, as part of a proportionate process.
- 4.3.2 Annually, we will review the HMRC list of tax defaulters and take the appropriate actions including potentially terminating the contract where there is a material breach of the contract terms or in accordance with the termination conditions within the contract.
- 4.4 **Committee Recommendation 4: That letters be sent out to companies that the Council contracts with to remind them of their tax obligations. A list of companies will be made available for Council officers to view on the internet**
- 4.4.1 Strategic Procurement undertook to write to companies to which the Council had made payments. This exercise was completed in December 2016. Organisations were reminded of their tax responsibilities in regards to paperwork, management and payment, taking of profits and responsibilities for losses. An information link with further information was also made available: <http://www.gov.uk/business-legal-structures/overview>
- 4.4.2 A list of companies with which the Council has contracts that exceed an aggregate annual value of £5,000 is available on the internet here: <https://www.islington.gov.uk/about-the-council/information-governance/freedom-of-information/popular-data/council-contracts> .

5. Implications

5.1 Financial implications:

There are no additional resources required.

5.2 Legal Implications:

The legal framework for dealing with non- payment of tax as part of the procurement process is set out in the Public Contracts Regulations 2015 (the Regulations).

Mandatory exclusion for non-payment of tax

The council *must* exclude an economic operator from participating in a procurement procedure where it has established, by verifying in accordance with regulations 59 and 60, or is otherwise aware, that that economic operator has been *convicted* of (Reg 57(1)):

- The common law offence of cheating the Revenue

- Fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994
- An offence in connection with taxation in the European Union within the meaning of section 71 of the Criminal Justice Act 1993

The obligation to exclude an economic operator also applies where the person *convicted* is a member of the administrative, management or supervisory body of that economic operator or has powers of representation, decision or control in the economic operator (Reg 52(2)).

An economic operator *shall* be excluded where the council is aware of the breach relating to non-payment of taxes AND the breach has been established by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of the country in which it is established or with those of any of the jurisdictions of the UK (Reg 57(3)).

Discretionary exclusion for non-payment of tax

An economic operator *may* be excluded where the council can demonstrate by any appropriate means that the economic operator is in breach of its obligations relating to the payment of taxes (Reg 57(4)).

The grounds for both mandatory and discretionary exclusion cease to apply when the economic operator has fulfilled its obligations by paying, or entering into a binding arrangement with a view to paying, the taxes due (Reg 57(5)).

5.3 Resident Impact Assessment

The Equality Act 2010 places an obligation on the Council to have due regard to:

- eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- advancing equality of opportunity between people who share a protected characteristic and those who do not; and
- fostering good relations between people who share a protected characteristic and those who do not.

There are no negative impacts envisioned by the amendments upon those who share a protected characteristic set out in this report.

6. Conclusion and reasons for recommendations

- 6.1 This report details the Executive's response to the recommendations from the Policy and Performance Scrutiny Committee.

Background papers: None

Final report clearance:

Signed by:



31 March 2017

Executive Member for Finance, Performance and Community Safety Date

Report Author: Steve Key
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Report of: Executive Member for Finance, Performance and Community Safety

Meeting of:	Date	Ward(s)
Executive	18 May 2017	All

PROVISIONAL 2016-17 OUTTURN

1. SYNOPSIS

- 1.1 This report presents the provisional outturn position for 2016-17 as at 31st March 2017. Overall, there is a gross General Fund overspend of £1.5m and a net break-even position after a proposed clawback of £1.5m from departmental carry-forwards. This means that the Council does not need to use any of the £3m contingency reserve balance for 2016-17, leaving this for use towards any 2017-18 General Fund overspend. The Housing Revenue Account (HRA) is forecast to break-even over the year. The capital programme delivered £110.4m of capital investment, which represents 111% of the 2016-17 capital budget and means bringing forward £11.1m of capital resources from 2017-18. This is primarily due to the new homes programme progressing quicker than estimated before the start of the financial year.

2. RECOMMENDATIONS

- 2.1. To approve the overall provisional 2016-17 revenue outturn for the General Fund (**Table 1** and **Appendix 1**) of a gross overspend of £1.5m and a net break-even position after a proposed clawback of £1.5m from departmental carry-forwards. This means that the Council does not need to use any of the £3m contingency reserve balance for 2016-17, leaving this for use towards any 2017-18 General Fund overspend. (**Section 3**)
- 2.2. To agree the departmental carry-forwards and transfers to reserves, net of the proposed clawback of £1.5m, detailed in **Appendix 2. (Section 4, Paragraphs 4.23 to 4.24)**
- 2.3. To note that the HRA is forecast to break-even in 2016-17. (**Section 5, Table 1** and **Appendix 1**)

- 2.4. To note that the Council delivered £110.4m of capital investment in 2016-17 and to agree the provisional funding of the programme, re-profiling to/from approved future year budgets and related reserves movements. The capital investment of £110.4m represents 111% of the 2016-17 capital budget and means bringing forward £11.1m of capital resources from 2017-18. This is primarily due to the new homes programme progressing quicker than estimated before the start of the financial year. (**Section 6, Tables 2-3 and Appendix 3**)
- 2.5. To note the provisional outturn position for the Council's sundry income management (**Section 7**) and the council tax and business rates collection (**Section 8 and Table 4**).
- 2.6. To note the progress on the closing of the 2016-17 accounts and to delegate to the Corporate Director of Finance and Resources the authority to agree any final changes to the accounts (including capital financing and re-profiling of resources to/from future financial years) prior to their submission to the auditor by 30th June 2017. (**Section 9**)

3. REVENUE POSITION: SUMMARY

- 3.1. A summary position of the General Fund and Housing Revenue Account is shown in **Table 1** with further detail contained in **Appendix 1**. This position is after the departmental carry-forwards and transfers to reserves for use in future financial years (detailed in **Appendix 2** for agreement) are taken into account.
- 3.2. It is proposed that the gross General Fund overspend of £1.5m is funded by a clawback of £1.5m from departmental carry-forwards (see paragraphs 4.23 to 4.24).

Table 1: 2016-17 General Fund and HRA Provisional Outturn

	Provisional Outturn (£000)
<u>GENERAL FUND</u>	
Finance and Resources	329
Chief Executive's	1,051
Core Children's Services (Excluding Schools)	5,605
Environment and Regeneration	1,997
Housing and Adult Social Services	(114)
Public Health	0
Net Departments	8,868
Corporate Items	(7,402)
TOTAL GROSS (UNDER)/OVERSPEND	1,466
Clawback from Carry-Forwards	(1,466)
NET (UNDER)/OVERSPEND	0
<u>HOUSING REVENUE ACCOUNT</u>	
	0
NET (SURPLUS) / DEFICIT	0

4. GENERAL FUND

Finance and Resources Department (+£0.3m)

- 4.1. The Finance and Resources Department is forecasting a provisional outturn overspend of (+£0.3m). This is due to the following variances:
- 4.1.1. (+£1.0m) shortfall against the commercial property income target due to savings materialising over a longer time frame.
 - 4.1.2. Re-phasing of the ICT shared service saving (+£0.5m) to allow the new service to get up and running.
 - 4.1.3. (-£0.4m) underspend covering various items including staffing budgets, banking fees, audit fees, pensions and additional legal income.
 - 4.1.4. (-£0.8m) managed underspend in Accommodation and Facilities using the building repair fund.

Chief Executive's Department (-£1.05m)

- 4.2. The Chief Executive's Department is forecasting a (+£1.05m) provisional outturn overspend. This is as a result of the legacy overspend position in the Strategy and Community Partnerships division prior to the Chief Executive Department restructure that took effect on 1st October 2016. The legacy overspend relates to the following:
- 4.2.1. New Homes Bonus (NHB) grant funding was received over the 2015-17 period and it was planned that this would replace council funding and other reducing funding streams within the Strategy and Community Partnerships division. However, this funding was committed against other expenditure in the division, meaning that the budgeted savings were no longer deliverable.

Children's Services (General Fund: +£5.6m, Schools: -£1.3m)

General Fund (+£5.6m)

- 4.3. A (+£5.605m) provisional outturn overspend is forecast for the General Fund (non-schools) Children's Services budget as a number of pressures against demand led specialist services have continued from 2015-16 into 2016-17; especially in relation to increasing numbers of personal budget packages, care proceedings, care leavers, unaccompanied asylum seeking children and looked after children. Further overspends have occurred against secure accommodation costs and from the late notice of a further cut in grant funding from the Youth Justice Board. An overspend also occurred against the universal free school meals budget as pupil numbers continue to increase and eligibility for statutory free school meals reduces. The key variances are as follows:
- 4.3.1. Increased demand for high level personal budgets to deliver community based packages. (+£0.3m)
 - 4.3.2. Increase in care proceedings. (+£0.06m)
 - 4.3.3. Leaving Care costs for 18+ year olds - significant increase in the number of care leavers that we are obliged to offer a service to. Includes rising 18's (Southwark judgement). (+£1.545m)

- 4.3.4. Unaccompanied Asylum Seeker Children (UASC) - the numbers of UASC have increased by 36 over the duration of the last financial year. The authority is allocated grant to cover the costs of an individual; however, this is not sufficient to meet the sums expended. The first 25 cases are not funded by the Home Office. (+£0.3m)
- 4.3.5. Children Looked After (CLA) staffing including Independent Futures and the associated increase on client (non-placement) costs (e.g. travel, interpreters, and rents). (+£0.2m)
- 4.3.6. CLA Placements – increase in the number and complexity of cases for the under-18 cohort of CLA. These are mainly regulated residential placements. (+£1.3m)
- 4.3.7. Increase in support for 16-17 years olds living in supported accommodation. (+£1.1m)
- 4.3.8. Youth Justice – late notification of £40k reduction of Youth Justice Board grant for 2016-17. (+£0.04m)
- 4.3.9. Disabled Children’s Services – re-phasing of savings from the service review and rationalisation. (+£0.34m)
- 4.3.10. Increased number of family group conferences. (+£0.12m)
- 4.3.11. Children in Need – temporary accommodation costs. (+£0.05m)
- 4.3.12. Universal Free School Meals - increased pupil numbers and reduced eligibility for statutory free school meals. The forecast will be updated after the October 2016 schools’ census. (+£0.5m)
- 4.3.13. Holloway Pool Subsidy – savings from the removal of subsidy will not be realised in full. (+£0.06m)
- 4.3.14. Special Educational Needs (SEN) Transport - Increasing numbers of pupils and complexity of need. (+£0.69m)
- 4.3.15. Children’s Centres - net overspend from bringing Westbourne Children’s Centre back in house (General Fund share). (+£0.02m)
- 4.3.16. Short Breaks - increased use of targeted short breaks services by families assessed as requiring a personal budget. (+£0.055m)
- 4.3.17. Cardfields - overspend against premises costs as business rates have not previously been levied against this facility. (+£0.115m)
- 4.3.18. Grant Aid - underspend due to a different profile in take up of subsidised childcare than budgeted for. (-£0.195m)
- 4.3.19. Community safety – delays in project implementation. (-£0.09m)
- 4.3.20. Children in Need – places in Early Years met through 2-year-old funding and staffing underspend in Early Years. (-£0.07)
- 4.3.21. Staffing underspends across the division. (-£0.1m)
- 4.3.22. Central staffing underspend in health commissioning. (-£0.24m).

4.3.23. Universal Youth - forecast short-term underspend as previously decommissioned services are re-commissioned. (-£0.495m)

Schools (-£1.265m)

- 4.4. A Dedicated Schools Grant (DSG) provisional outturn underspend of (-£1.265m) is forecast. All of the provisional DSG underspend consists of balances from previous years' underspends that are being managed to support specific areas of activity as previously agreed by Schools Forum.

Environment and Regeneration (+£1.997m)

- 4.5. The Environment and Regeneration Department is forecasting a (+£1.997m) provisional outturn overspend.
- 4.6. The main reasons for the overspend are set out below and are a combination of longstanding structural issues previously contained by managerial action across the department, shortfalls in income due to market conditions or decisions made by third parties impacting on earlier assumptions and delays in implementing earlier savings decisions.

Public Realm Division (+£2.164m)

- 4.7. The Public Realm division is forecast to be £2.445m overspent. This is as a result of:

Delays in realising savings around waste collection and recycling services and not implementing the Village Principle and consequential operational costs (+£3.747m)

- 4.7.1. A communally based Food and Garden Waste service was proposed as part of the 2014-15 budget setting process. A pilot was agreed to start in June 2015 for three months (+£0.03m). The establishment of the basic elements of the waste and recycling collection services provides the platform for the delivery of the Village Principle. A much longer period of time was taken than anticipated to assess the Food and Garden pilot; to consider alternative options and for the necessary consultative and decision making processes to be completed. This has led to the non-delivery of the savings as originally predicted (+£1.9m). It has also led to additional operational costs to support an ageing fleet as decisions on fleet replacement have also been delayed (+£0.76m). Further to this, extra staffing costs have been incurred to ensure vital frontline services are maintained as a result of vehicle breakdowns (+£0.867m) and additional door-to-door recycling containers are required for the new schedule launch in February 2017 (+£0.04m). Revised forecast income for the Co-Mingled Income Payment Scheme (CIPS) as a result of move to menu pricing (+£0.15m).

Shortfall in Trade Waste Income (+£0.507m)

- 4.7.2. The proposal was to progressively increase trade waste income by £1m over three years. Income is now growing at around £0.25m per annum and following a re-profiling exercise, income targets are expected to be reached in 2017-18.

Shortfall in Income from Advertising Concession contract (+£0.5m)

4.7.3. A survey of the whole borough had identified 60 premium advertising sites which could have generated income of around £9k/10k each, totalling between £0.54m and £0.6m. These, however, were not granted planning permission by the Planning Committee. The current position is that planning permission has been granted for only 16 sites, the realisable market value of which are currently being negotiated.

Utilisation of Street Lighting Columns for Wi-Fi (+£0.164m)

4.7.4. There is a shortfall of (+£0.164m) against the original income target of £0.2m.

Parking Account (-£2.052m)

4.7.5. All income streams within the Parking Account performed above the levels expected in the financial model and has resulted in a significant underspend against budget which can be utilised against Highways and Transport related spend that would otherwise need to be funded from Council revenue and/or capital resources.

4.7.6. Improvements to the accuracy of Penalty Charge Notice (PCN) issues and debt recovery has increased the average value of a PCN, and parking bay suspension income remains high as a consequence of the high levels of economic activity in the borough. Pay and display levels are above target and permit sales have increased.

Other (-£0.702m)

4.7.7. Income from the North London Waste Authority for depot space. (-£0.234m)

4.7.8. Additional HRA income for Parks equipment. (-£0.172m)

4.7.9. Additional sports income. (-£0.15m)

4.7.10. Reduction in street lighting PFI service charges. (-£0.097m)

4.7.11. Small underspends throughout the rest of the division of (-£0.049m).

Public Protection Division (+£0.245m)

4.8. There are a number of longstanding structural budget issues within the Public Protection Division that have materialised over recent years and were subject to extensive reporting during the 2015-16 monitoring cycle. These pressures are detailed below:

4.8.1. (+£0.18m) pressure within business support mainly around cost pressures relating to staff budgets and non-staffing budgets around IT / licensing costs.

4.8.2. (+£0.14m) pressure in Houses in Multiple Occupation (HMO licensing) income with licenses lasting 5 years and income budgets remaining unachievable.

4.8.3. (+£0.14m) pressure relating to staff costs that were part funded by 'Smoke-free' grant that is no longer received.

4.8.4. (+£0.09m) pressure within the library service mainly around deteriorating income streams on DVD / music rentals and hall lettings.

- 4.8.5. (+£0.05m) pressure relating to a saving relating to loss of Public Health grant.
- 4.9. For 2016-17, budgets have been subject to a re-basing exercise and consequently all areas are around the breakeven position, with the identified budget shortfall described above, of around (+£0.6m), labelled as management action. The division has held a number of vacancies across all service areas to mitigate against this. This, combined with improved income streams, has reduced the overall overspend position to (+£0.245m).

Planning and Development Division (-£0.03m)

- 4.10. Development Management has cost pressures around the use of agency staff (used for vacancy and temporary cover) which is offset by an underspend on salaries due to vacant posts, community infrastructure levy income and strong pre-application/application income performance. (-£0.056m)
- 4.11. The Building Control service has a provisional outturn overspend of (+£0.155m) as a result of underachievement of income, offset by holding vacant posts.
- 4.12. The Spatial Planning and Transport (SPAT) service has a provisional outturn underspend of (-£0.068m) due to additional s106 income.
- 4.13. The remaining service areas within the division are showing an underspend of (-£0.061m) as a result of additional Design Review Panel income.

Waste Recycling Centre Adjudication Income (-£0.382m)

- 4.14. The Council was awarded (-£0.382m) adjudication income following an ongoing dispute with third parties in relation to defects at the Waste Recycling Centre. This covers additional costs that the Council had incurred as a direct result of the site not being compliant with the Thames Water Authority Discharge Consent obligations.

Housing and Adult Social Services (-£0.1m)

• **Adult Social Care (Break-even Position)**

- 4.15. Adult Social Care is forecasting a break-even provisional outturn position over the financial year.

• **Housing General Fund (-£0.1m)**

- 4.16. The Housing General Fund is forecast to underspend by (-£0.1m) over the financial year. There is a (-£0.1m) underspend across Housing Administration, Housing Strategy and Development.

Public Health (Break-even Position)

- 4.17. Public Health is funded via a ring-fenced grant of £27.3m for 2016-17. There is a forecast net break-even provisional outturn position for the financial year.

Corporate Items (-£7.4m)

- 4.18. By integrating Strategic Community Infrastructure Levy (CIL) funding with the capital medium term financial strategy (MTFS), previously unbudgeted Strategic CIL funding available for funding infrastructure in the 2016-17 capital programme has delivered a saving of (-£3.5m) of the previously budgeted corporate revenue contribution to the capital programme in 2016-17.
- 4.19. The Council has continued to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates. This has saved the General Fund (-£3.7m) in interest charges in 2016-17. The Treasury Management Strategy is kept under constant review to ensure that available resources are optimised and the longer-term interest rate position reviewed within an effective risk management framework and in line with the approved strategy.
- 4.20. There is an underspend of (-£0.3m) on the corporate levies budget compared to the estimate before the start of the financial year.
- 4.21. The corporate position reflects the allocation of (-£1.6m) of HRA resources to the General Fund towards the digital services infrastructure projects/improvements that were agreed in the month 4 monitoring report.
- 4.22. These savings are partially offset by:
- 4.22.1. Corporate savings of (+£1.0m) being applied to the Environment and Regeneration pressure on the cross-cutting Wi-Fi concession saving due to a lack of suitable General Fund sites (this is a net-nil impact overall as the Environment and Regeneration overspend is reduced, in respect of this applied funding, by the same amount).
- 4.22.2. (+£0.7m) uncontrollable pressure due to the Council's statutory duty to provide assistance to all destitute clients who are Non-European Union nationals and can demonstrate need under Section 21 of the National Assistance Act, 1948. This is commonly referred to as No Recourse to Public Funds (NRPF).

Carry-Forwards (-£1.5m)

- 4.23. Requested carry-forwards from departments are included at **Appendix 2** and total £15.7m. **Appendix 2** proposes a clawback of £1.5m, which would fully fund the gross overspend of £1.5m without needing to use any of the £3m contingency reserve balance for 2016-17, leaving this for use towards any 2017-18 General Fund overspend.
- 4.24. The methodology assumes a 0% clawback for anything that is funded by ring-fenced grant, schools related, shared funding with other bodies or linked to committed expenditure priorities in the 2017-18 budget (e.g. voluntary sector and youth violence), a 14% clawback for the transfer to the Housing Benefit reserve and a 10% clawback for everything else with the two following exceptions where a 100% clawback is proposed:
- 4.24.1. Finance and Resources carry-forward for business rates appeals on our own properties (£423k). The Council budgets for business rates on our own properties corporately as part of the budget process so this additional one-off provision can be covered within the overall corporate provision.

4.24.2. Environment and Regeneration carry-forward for additional street lighting columns on new developments (£338k). This balance has been carried forward every year since 2010-11 and has increased year-on-year. It has been set aside for potential future increases in the street lighting PFI charge as a result of additional street lighting columns. Given the number of years it has been carried forward and not spent, it would be good practice to clawback in full and incorporate any future budget pressure in relation to street lighting within the relevant future budget setting process.

5. HOUSING REVENUE ACCOUNT

- 5.1. The forecast provisional outturn position for the HRA is a gross surplus of (-£2.9m) to be transferred into the HRA risk equalisation reserve, leaving a break-even position overall.
- 5.2. The key reasons for the forecast gross (-£2.9m) surplus are:
- 5.2.1. An increase in rental income of (-£3.0m) due to the post budget setting Government confirmation that PFI properties were to be excluded from the 1% rent reduction.
 - 5.2.2. A review of annual leaseholder service charges leading to an underlying increase in income in both 2015-16 actuals and 2016-17 estimates of (-£2.0m) overall.
 - 5.2.3. Increased income from parking, tenant service charges and commercials (-£1.0m).
 - 5.2.4. Offsetting this is a charge in respect of new digital services projects/improvements to IT infrastructure of (+£1.6m) and an increase in depreciation of (+£1.5m).

6. CAPITAL PROGRAMME

- 6.1. The capital programme delivered £110.4m of capital investment in 2016-17, which represents 111% of the 2016-17 capital budget and means bringing forward £11.1m of capital resources from 2017-18. This is primarily due to the new homes programme progressing quicker than estimated before the start of the financial year. The capital investment is summarised by department in **Table 2** below and detailed at **Appendix 3**.

Table 2: 2016-17 Capital Programme Provisional Outturn

Department	2016-17 Capital Budget	2016-17 Capital Expenditure	Re-profiling (to)/from Approved Future Year Budgets
	(£m)	(£m)	(£m)
Children's Services	18.4	16.5	(1.9)
Environment and Regeneration	19.6	16.7	(2.9)
Housing and Adult Social Services	61.2	77.2	16.0
Finance and Resources	0.1	0.0	(0.1)
Total	99.3	110.4	11.1

6.2. The provisional funding of the 2016-17 capital programme is shown in **Table 3** below.

Table 3: Provisional Funding of 2016-17 Capital Programme

Funding Source	(£m)
Capital Receipts	30.3
Major Repairs Reserve	42.3
Government Grants and Other External Contributions	23.7
Earmarked Reserves	14.1
Total	110.4

6.3. As part of the funding of the capital programme, the following earmarked revenue reserves movements over £500k require Executive approval under the Council's financial regulations:

6.3.1. Drawdown from capital reserve towards funding the 2016-17 capital programme (£8,990,697.62).

6.3.2. Drawdown from capital reserve in respect of the previously budgeted corporate revenue contribution to the 2016-17 capital programme that is no longer required (£3,500,000.00).

6.3.3. Transfer from capital reserve to Invest to Save reserve towards funding budgeted Invest to Save commitments in 2017-18 (£3,246,000.00).

6.3.4. Transfer from Section 106 reserve to capital reserve towards funding the 2016-17 capital programme (£866,353.40).

6.3.5. Transfer of Community Infrastructure Levy (CIL) income received in 2016-17 (strategic share) to CIL strategic reserve (£3,404,035.10) and subsequent drawdown from CIL strategic reserve (£4,924,719.57) towards funding the following infrastructure in the 2016-17 capital programme:

6.3.5..1. Expansion of Bunhill Heat and Power Network (£2,000,667.12).

6.3.5..2. Improvements across the Council's leisure estate (2,924,052.45).

6.3.6. Transfer of Community Infrastructure Levy (CIL) income received in 2016-17 (local share) to CIL local reserve (£3,404,035.10).

6.3.7. Drawdown from services specific reserve for release of previously carried forward NHS funding (£2,600,000.00).

Treasury Management

6.4. The Council has £100.7m of temporary investments as at 31st March 2017. These investments were for periods from overnight to 20 months at an average rate of 0.55%. £14m of temporary debt is also outstanding at 31st March 2017 for periods of one month to six months at an average rate of 0.44%.

6.5. The Council's total long term debt is £267.8m as at 31st March 2017 (£217.7m Public Works Loan Board, £46.5m from other local authorities and a £3.6m commercial loan) compared to £268.8m as at 31st March 2016. The average rate of interest on debt has increased slightly from 4.46% to 4.48% over the course of the year, which is mainly due to the capital repayment in the year.

6.6. During the financial year the Council complied within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Annual Treasury Strategy Statement.

7. SUNDRY INCOME MANAGEMENT

7.1. In 2016-17 £61.56m sundry income was collected for various council services and debts owed to the Council (e.g. licences, building control, planning fees), which represents 90.7% of the net collectable debit. The total outstanding at year-end was £6.297m.

7.2. The net sum of £35k was written off, under delegated authority, during the financial year 2016-17 and has been funded from provisions already made.

8. COUNCIL TAX AND NNDR COLLECTION RATES

8.1. Council tax in-year collection of 96.8% is just above the target (96.6%) set for 2016-17 and matches the Council's collection rate just prior to the introduction of the council tax support scheme in 2013-14.

8.2. National non-domestic rates (NNDR) in-year collection of 99.2% is just above the target (99%) set for 2016-17 and is the highest level achieved to date.

8.3. Collection rates for 2016-17 and the previous two financial years are shown in **Table 4** below.

Table 4: Collection Rates 2016-17

	2014-15	2015-16	2016-17 (Provisional)
Council Tax	96.1%	96.5%	96.8%
NNDR	99.0%	99.1%	99.2%

9. CLOSING OF ACCOUNTS PROGRESS 2016-17

9.1. The Council has a comprehensive timetable for the closing of its accounts. Progress against this timetable is currently on track, with departmental work mainly completed and the accounts now being consolidated corporately and supporting documentation being prepared.

9.2. In view of the fact that there is still work to be completed before the accounts are finalised, the Executive is asked to delegate to the Corporate Director of Finance and Resources the authority to agree any final changes to the accounts (including capital financing and re-profiling of resources to/from future financial years) prior to their submission to the auditor by 30th June 2017.

10. IMPLICATIONS

Financial Implications

10.1. These are included in the main body of the report.

Legal Implications

10.2. The law requires that the Council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance.

Environmental Implications

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

Resident Impact Assessment

10.4. A resident impact assessment (RIA) was carried out for the 2016-17 Budget Report approved by Full Council. This report notes the financial performance to date but does not have direct policy implications, so a separate RIA is not required for this report.

Appendices:

Appendix 1: Revenue Provisional Outturn 2016-17
Appendix 2: Carry Forward Provisional Outturn 2016-17
Appendix 3: Capital Provisional Outturn 2016-17

Background papers: None

Responsible Officer:

Mike Curtis
Corporate Director of Finance and Resources

Report Authors:

Martin Houston,
Strategic Financial Advisor
Tony Watts
Head of Financial Planning

Signed by



Executive Member for Finance, Performance and
Community Safety

10 May 2017

Date



Report of: Executive Member for Finance and Performance

Meeting of	Date	Agenda Item	Ward(s)
Policy & Performance Scrutiny Committee	20 July 2017		All

Delete as appropriate	Exempt	Non-exempt
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Report: Corporate Performance Report: Quarter 4 2016-17

1 Synopsis

- 1.2 The Council has in place a suite of corporate performance indicators to help monitor progress in delivering corporate priorities and services and working towards our goal of making Islington a fairer place to live and work. Progress is reported on a quarterly basis through the Council's Scrutiny function to challenge performance where necessary and ensure accountability to residents.
- 1.2 This report sets out what we achieved in 2016-17 compared to the targets we set ourselves at the outset of the year. It also includes the list of corporate performance indicators and targets for 2017-18.

2 Recommendations

- 2.1 To note the position at the end of the year against the corporate performance targets we set for 2016-17, including commentary for measures relating to Crime and Community Safety and Resources, which fall within the remit of the Policy & Performance Scrutiny Committee
- 2.2 To note (at Appendix B) the list of corporate performance indicators and targets for 2017-18

3 Background

- 3.1 The council's performance management framework includes a set of corporate performance indicators which enables us monitor the outcomes and services that matter most to residents and which will help us deliver our vision around Fairness.
- 3.2 The Policy & Performance Scrutiny Committee (PPS) has overall responsibility for maintaining and overview of the Council's performance, and for more detailed monitoring

and challenge around those areas that fall within its remit i.e. Crime & Community Safety, and Resources.

(NB: The Executive Member for Finance and Performance has recently agreed with the Chair of PPS and the Executive Member for Economic Development that measures relating to Employment, previously monitored through PPS, would fit better within the remit of the Environment & Regeneration Scrutiny Committee which covers economic as well as physical regeneration.

- 3.3 The four thematic scrutiny committees – Children’s Services, Health and Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance against those performance indicators within their remit.
- 3.4 The Quarter 4 report sets out the final end of year figures for 2016-17 for each of the corporate performance indicators, and compares progress against the target we set for the year, and against performance the previous year. The body of the report focuses upon those areas which fall within the remit of PPS i.e. Crime & Community Safety and Resources, and includes a short commentary on performance. The tables at Appendix A set out end of year figures for all remaining corporate performance measures.

4 Corporate Performance Indicators for 2017-18

- 4.1 The list of corporate performance indicators and targets for 2017-18 is set out in Appendix B.
- 4.2 The criteria used to identify those measures to include in the corporate suite are 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. educational attainment) or where there is no alternative measure (e.g. social isolation as identified through the Adult Social Care user survey)
 - 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
- 4.3 Changes to the corporate PIs have been kept to a minimum in order to retain some continuity and allow us to compare performance with previous years. However, there are some changes as follows:

Adult Social Care

- 4.4 The measure around *Carers quality of life* has been removed. This measure is based on the Carers Survey which is only undertaken every second year and there is no survey this year.

- 4.5 The measure around the *number of childminders* has been removed. When we first included this, there was concern about the quality of provision. But standards are now much higher and the level of change across the year is so low as to not give us much to comment upon.
- 4.6 The measure around the *number of foster carers* has been removed. The numbers are so low that a change of just one or two puts this indicator off track. This will continue to be monitored through the Children's Services Scrutiny Committee.
- 4.7 The *GCSE measure* (5 GCSEs at A*-C including English & Maths) is no longer being reported and has been replaced with the new *Progress 8 measure*. Progress 8 is now the main secondary school accountability measure for GCSEs, replacing the 5+ A*-Cs including English and Maths measure. It is used by the Government in setting the floor standards that schools must reach and is the measure the DfE are using to apply bandings to schools in the Performance Tables. Progress 8 calculates pupils' average achievement across eight qualifications (Attainment 8) with the average of all pupils who had a similar starting point at the end of primary school. It measures and compares how much pupils in Islington schools / pupils have progressed compared to the national average. We've also included the new Attainment 8 measure alongside Progress 8 to measure absolute as well as relative attainment of Islington pupils and schools.
- 4.8 Children's Services have agreed new Equalities objectives to improve educational attainment for specific groups so measures have been included to reflect these:
- Take up of early education places for 2 year olds amongst *Turkish / Kurdish families*
 - Narrowing the attainment gap for *Black Caribbean pupils at KS2 and at KS4*
- 4.9 The *children missing from care* measure now clarifies that this is for children missing for at least 24 hours, not just for a few hours.

Community Safety

- 4.10 The measure around *under 25s who receive a substantive outcome* has been removed as we have no influence over this.
- 4.11 The measure around *ASB cases that result in enforcement action* has also been removed as it is too ambiguous – it's not clear whether we want more enforcements (to be seen to be tough on ASB), or less (to demonstrate that we are finding other ways to resolve issues).
- 4.12 The measure around *referring perpetrators to the DV MARAC (Multi Agency Risk Assessment Conference)* has been removed as the special panels that dealt with perpetrators are no longer in place.

Employment

- 4.13 The equalities measure around *narrowing the employment rate gap for people with long term health conditions* has been removed – data is a year behind and with a six-month lag so, in reality, we are looking at figures that are at least 18 months out of date.
- 4.14 There are two new measures around *social value* – one around Islington residents supported into *jobs with council contracted suppliers*, and another around residents placed into *apprenticeships with our contracted suppliers*. The aim is to ensure that we maximise the benefits for residents from the wide range of contracts and suppliers we work with. We're exploring other measures around social value, beyond those initially proposed above around new jobs and apprenticeships
- 4.15 New measure around the number residents participating in *adult and community learning courses* provided by the Council to reflect the fact that supporting residents to build their skills is a key element of the Council's approach to getting people into work

- 4.16 *Number of Library visits* has been moved from Environment & Regeneration to Employment to reflect the fact that the service now sits alongside Employment and Skills to provide a holistic offer to families around building skills for employment

Public Health

- 4.17 The measure around the *number of smokers accessing our Stop Smoking Services* has been replaced with the *number of four-week smoking quitters*. This is a better indicator of the success of the service.
- 4.18 The measures around *NHS Health Checks* (% offered and % who take up offer) has been a replaced by a single measure around % of eligible population who receive an NHS Health Check.
- 4.19 The measure around the *late diagnosis of HIV* has been removed as the number of new diagnosis has reduced considerably. It has been replaced by a measure increasing use of LARC prescriptions - Long Acting Reversible Contraception has a much higher efficacy than oral contraception and therefore contributes to reducing unplanned pregnancies

5 Looking ahead beyond 2017-18

- 5.1 Going forward, the Council is looking at the potential to move to a system of Outcome Based Budgeting (OBB) whereby resources are allocated in accordance with an agreed set of outcomes or priorities, rather than by department and service area. If this is agreed, there will need to be a more fundamental review of our corporate performance management framework to ensure that it is aligned to OBB and that it enables us to measure progress in delivering our outcomes.

KEY FOR PI TABLES:

Frequency (of reporting): M = monthly; Q = quarterly; T = termly; A = annual;

(E) = equalities target

6 Crime & community safety

Objective	PI No.	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous 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	80%	85%	No	80%	Same
	CR2	Number of first time entrants into Youth Justice System	Q	79	95 or fewer	Yes	102	Yes
	CR3	Percentage of repeat young offenders (under 18s)	Q	45%	43%	No	48%	Yes
	CR4	Number of custodial sentences for young offenders	Q	30	35 or fewer	Yes	37	Yes
	CR5	Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc) after committing a violent offence	Q	430	329 (55%)	No	346	No
<i>Support offenders into employment</i>	CR6	Number of Integrated Offender Management (IOM) cohort in employment	Q	34	25	Yes	25	Yes
	CR7	Number of IOM cohort in education and training	Q	46	25	Yes	57	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	51	53	Yes	55	Yes
	CR9	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Q	40%	38%	No	40%	Same
	CR10	Percentage of housing ASB cases that result in enforcement action	Q	46%	35%	No	36%	No
<i>Tackle Violence against Women and Girls (VAWG)</i>	CR11	Percentage of repeat victims referred to the Domestic Violence MARAC	Q	29%	15%	Yes	10.8%	Yes
	CR12	Number of young victims (aged 16 - 18) referred to the MARAC	Q	6	10	No	4	Yes
	CR13	Number of domestic violence perpetrators with complex needs referred to the MARAC	Q	104	72	Yes	53	Yes
	CR14	Rate of domestic abuse sanction detections	Q	32%	40%	No	34%	No

Objective	PI No.	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous year?
<i>Tackle hate crime through increased reporting and detection (E)</i>	CR15	<i>Homophobic Offences</i> a) Number reported to police	Q	98	96	Yes	87	Yes
		b) Number detected by police (sanction detections)	Q	25	30	No	27	No
	CR16	<i>Racist Offences</i> a) Number reported to police	Q	640	638	Yes	580	Yes
		b) Number detected by police	Q	164	210	No	191	No
	CR17	<i>Disability Hate Offences</i> a) Number reported to police	Q	40	19	Yes	17	Yes
		b) Number detected by police	Q	1	3	No	3	No
	CR18	<i>Faith Hate Offences</i> a) Number reported to police	Q	73	77	No	70	Yes
		b) Number detected by police	Q	15	19	No	17	No

Reduce youth crime and reoffending

- 6.1 In Islington in 2016-17, Knife Crime offences where victims were aged under 25 increased by 15%, a smaller increase compared to pan London, which saw a 58% increase. There were 224 stabbing offences identified across Islington in the two year period from January 2015 to December 2016 (a monthly average of 9.3). Breaking this down by years, there were 114 stabbings recorded in 2016, representing a 4% increase on the figure in 2015.
- 6.2 'Theft Snatch' offences rose by 33% where, in March 2017, the highest levels were recorded (486 offences). Analysis shows that a large proportion of prolific 'Snatch Theft' offenders were young people.
- 6.3 There have been reductions in the number of First Time Entrants in the Youth Justice System for four consecutive quarters. Initial data for 2016-17 shows a substantial reduction (8.5%) in the percentage of young people who re-offended, in comparison to the previous year. 80% of those triaged do not go on to re-offend. However re-offending among the cohort is increasing due to it now being a smaller, more complex cohort.

Support offenders into employment

- 6.4 The Islington Gangs Team (IGT) is now fully co-located at the police station, and MOPAC funding has been secured for two years.
- 6.5 During the nine-month period from July 2016 to March 2017, the IGT supported 14 young people with their education, 9 young people into training and 11 young people into employment. This is the first year that these measures have been recorded so it is not possible to compare performance.

Effective response to anti-social behaviour (ASB)

- 6.6 The ASB strategy (informed by an ASB profile) has been agreed and launched. An ASB Action Plan is currently being developed. ASB calls to the council increased from 15,187 in 2015 to 15,476 in 2016 (representing a 2% increase). ASB calls to the police decreased from 6,338 in 2015 to 6,263 in 2016 (representing a 2% decrease).
- 6.7 The number of ASB repeat callers to the council and police decreased in 2016/17 (from 55 in 2015/16 to 51). This measures those who call the Council's 'out of hours' team' and / or the police (101/999) from 10 or more times throughout the year.
- 6.8 The proportion of ASB cases in Council properties which resulted in an intervention increased in 2016-17, and there has also been an increased use of enforcement actions to tackle ASB.
- 6.9 The Community Risk MARAC has been very successful and has been recognised as good practice. The most prolific repeat callers are now considered for referral to the Community Risk MARAC.
- 6.10 The ASB response team is solving more issues and, as a result, the repeat rate has decreased from 43% to 37%.
- 6.11 The council is working with the police to improve information sharing and increased use of CPN powers across both services in order to decrease repeat ASB. Information sharing among key partners is improving and will continue to be developed. All Parkguard reports across all contracts are now accessible to a variety of different council services, and searching for data on an individual or a particular place is now easier. ASB hotspots and long-term trends are monitored and intelligence shared among key partners to tackle and respond quickly.

Tackle Violence Against Women and Girls (VAWG)

- 6.12 In 2016-17, Domestic Abuse offences in Islington fell by 1%. Detection rates fell 2% to 32%, but was still above the detection rate across the Metropolitan Police Service (MPS) of 28%. The introduction of body worn cameras should help to increase this. There were low numbers of other types of VAWG (HBV, FM and FGM).
- 6.13 The DV MARAC is functioning well with good multi agency representation. In 2016-17 we continued to see an increase in the repeat referral rate to the MARAC which is welcome. At the end of Quarter 4, the yearly repeat rate was 29% (similar to rate of 28% recommended by Safelives – a national charity dedicated to ending domestic abuse).
- 6.14 The total number of referrals to the MARAC continues to rise, which is also welcome. In 2016-17, the total number of cases referred to the MARAC was 462 (well over Safelives recommended rate of 300-350 cases per year). There is ongoing work to increase referrals from our health partners and other agencies. In Quarter 4, the total number of health referrals to the MARAC was 4 (1 from Whittington Health and 3 from substance misuse). The total for the year was 14. A Complex Sub Group has been established to work with our partners to develop protocols for referrals and to ensure that the highest risk cases receive the right interventions.
- 6.15 Referrals of young people to the DV MARAC is not doing as well. Discussions are taking place to increase training and outreach to key agencies to increase referrals. The local partnership with our new VAWG coordinator is continuing to review the reasons for this and to further develop the referrals.
- 6.16 We have taken the opportunity, in the recommissioning of the Domestic Violence and Abuse Advocacy services for men and women, to ensure that services work from the age of 16

(previously 18) in line with the government's revised definition of DVA. We think this will have a very positive impact on the number of young men and women identified and worked with going forward. We have also commissioned the IRIS project and a BAMER VAWG service to support female victims.

- 6.17 Other activity in 2-016-17 included the launch of the new VAWG strategy and establishment of a new VAWG Strategic Board. We also undertook significant investment in work around CSE, missing and sexually harmful behaviour.

Tackle Hate Crime

- 6.18 The new Islington Hate Crime strategy has now been launched and an Action Plan is being developed. Islington has secured £120,000 MOPAC funding to support Hate Crime work, including the funding of a Clinical Psychologist and a Hate Crime online training package.
- 6.19 All forms of Hate Crime have increased in 2016/17 compared to 2015/16. This includes race, where there was a 22% increase, faith hate crime, where there was a 4% increase, homophobic hate crime where there was a 13% increase and disability hate crime where there was 122% increase. The increases are in line with rises across London.
- 6.20 There were rises linked to timescales of BREXIT and summer terror attacks across Europe. However, there has been no noticeable increase witnessed since the London attack in March 2017.
- 6.21 In terms of our targets, we met targets for increased reporting in all categories other than Faith Hate Crime, though numbers were higher than in 2015-16. However, we have not been so successful in increasing the rate of sanction detections, and detection rates remain low.

7 Resources - Finance, Customer Services and HR

Objective	PI No	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous year?
<i>Optimise income collection</i>	R1	Percentage of council tax collected in year	M	96.9%	96.5%	Yes	96.5%	Yes
	R2	Number of council tax payments collected by direct debit	M	60,491	59,000	Yes	57,354	Yes
	R3	Percentage of business rates collected in year	M	99.2%	99%	Yes	99.1%	Yes
<i>Improve customer access and experience through appropriate channels</i>	R4	Number of visits in person at Customer Contact Centre	M	177,000	185,000	Yes	189,096	Yes
	R5	Number of telephone calls through Contact Islington call centre	M	434,490	475,000	Yes	497,530	Yes
	R6	Number of online transactions	M	167,708	165,000	Yes	147,159	Yes
	R7	Percentage of calls into Contact Islington handled appropriately	M	99.0%	97.0%	Yes	98.0%	Yes
<i>Fair and effective management of council workforce</i>	R8	Average number of days lost per year through sickness absence per employee	Q	7.5	6.0	No	7.1	No
	R9	Percentage of workforce who are agency staff	Q	11.3%	11.7%	Yes	13.2%	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	18.7%	20.6%	No	19.6%	No
		b) Percentage of disabled staff within the top 5% of earners (E)	Q	5.8%	4.8%	Yes	3.5%	Yes

Income collection

- 7.1 Performance in collection of Council Tax remains high. In 2016-17, we exceeded the target and, at 96.9%, this is the highest level of in-year collection that the council has ever achieved.
- 7.2 Looking ahead, the Council continues to support and protect the most vulnerable through its Council Tax Support Scheme and Resident Support Scheme. In April 2017, the Council introduced a new Care Leaver Relief Scheme by which care leavers who are under 25 are exempt from paying Council Tax. This new scheme reflects the Council's responsibilities as

a corporate parent to assist financially disadvantaged care leavers during their early years of independence.

- 7.3 We continued to see an increase in the number of Council Tax payments collected by Direct Debit. In 2016-17, the number of payments made by Direct Debit exceeded 60,000 and was over 3,000 more than the previous year. This is part of a wider trend whereby residents are increasingly taking advantage of the convenience of being able to transact with the council digitally, rather than by post, phone or in person.
- 7.4 Collection of business rates in 2016-17 was also extremely high, a slight increase on what was very good performance the previous year.
- 7.5 We are continuing with our 'Attack the Arrears' project on Council Tax which has been successful in reducing debt from previous years, and this was extended to include recovering older business rates debt in the last quarter of 2016-17.

Improve customer access through appropriate channels

- 7.6 Both visits and calls to the Council are significantly lower than last year, and comfortably met the targets set for 2016-17.
- 7.7 In 2016-17 there were 177,000 visits to the Customer Centre at 222 Upper Street. This was well below the target of 185,000. Over the past two years, we've seen an 11.5% reduction in the number of visitor – from 200,000 in 2014-15 to 177,000 in 2016-17.
- 7.8 Similarly, phone calls to Contact Islington are also reducing year on year. In 2016-17, there were 434,490 calls, compared to 497,530 in 2015-16. NB: this indicator changed in 2016/17 and is based on the number of calls 'handled', rather than the total number of calls made (calls 'offered') which includes some abandoned calls. For a direct comparison, the number of calls handled in 2015/16 was 452,087, so the 2016-17 figure of 429,310 was still considerably lower than the previous year.
- 7.9 Whilst numbers of visits and phone calls have been reducing, there has been a corresponding increase in the number of online transactions, as more payments, reports, applications and forms are made available through our website. This indicator has been expanded from my e-Account transactions to all online transactions, reflecting that there are now a number of additional ways residents can interact on line. In 2016-17, there were almost 168,000 online transactions, an increase of 40.6% on the figure two years ago (119,267).
- 7.10 As we move more of our services online, we want to ensure that no one gets left behind. Our Digital Inclusion Strategy sets out a range of practical measures to support residents to get online, including the training of 200 members of staff as Digital Champions to attend various community and service events to provide hands on IT support to residents. We also continue to offer a comprehensive IT skills offer through our Adult Learning Centres, weekly digital assistance at the contact centre, and are providing digital support for residents making a new claim for Universal Credit, which is an online application (NB: numbers applying for UC are currently very low. Roll out of to existing benefit claimants is still some years away).

Fair and effective management of council workforce

- 7.11 The average days lost through sickness per employee in a rolling 12 month period to the end of March 2017 was 7.5, similar to the figure for 2015-16 (7.1) and better than the latest London Councils average.

7.12 The picture varies across the Council. The table below shows average sickness days lost for 2016-17 by directorate:

	Chief Executive's	Children's Services	E & R	HASS	Public Health	Resources	LBI Total
Average days lost per employee	2.9	5.8	10.7	7.2	1.4	7.1	7.5

7.13 There has been continued reduction in the agency staff figure compared to 2015-16 - from 13.2% to 11.3%. As the Recruitment system has bedded in the backlog that had built up in the recruitment process is now starting to clear.

Progression of BME and disabled staff

7.14 Evidence shows that disabled staff and those from some Black and Minority Ethnic (BME) groups are less likely to progress within the organisation and are under-represented at senior level. The staff that describe their background as BME make up 37.62% of all staff, but only 18.7% of senior staff. Staff with a disability makes up 8.35% of the workforce but only 5.8% of senior staff.

7.15 Action plans for both groups have been developed and are now in the process of being implemented. These include actions to improve communication about internal vacancies, training more coaches and mentors, actively encouraging involvement from BME and disabled staff, and promoting the workforce development offer for both groups.

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Final Report Clearance

Signed by
 Date

Received by
 Date

Adult Social Care

Objective	PI No.	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous 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	776.8	685.8	No	N/A	N/A
	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	95.7%	92.0%	Yes	89.2%	Yes
	ASC3	Percentage of service users receiving services in the community through Direct Payments	M	30.9%	35.0%	No	30.9%	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	137	105	No	106	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	8.0	No	7.6 (14/15)	No
<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	70.6%	70%	Yes	64.2%	Yes

Children's Services

Objective	PI No.	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous 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)	70%	72%	No	63%	Yes
	CS2	Percentage of families with under-5s registered at a Children's Centre	T (Jul, Nov & Mar)	91%	92%	No	95%	No
	CS3	Number of active childminders	Q	188	195	No	187	Yes
<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	217	100	Yes	30	Yes
<i>Safeguard vulnerable children</i>	CS5	Number of new mainstream foster carers recruited in Islington	M	11	12	No	9	Yes
	CS6	Number of children missing from care	M	36	10	No	18	No
<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)	9.2%	11%	Yes	9.5%	Yes
	CS8	Number of children in Alternative Provision	Q	117	100	No	127	Yes
	CS9	Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	A	58.7%	59.7% Inner London ave	No	57.9%	Yes
<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	96.9%	98%	No	96.7%	Yes

Employment

Objective	PI No.	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous year?
<i>Support Islington residents into employment</i>	E1	a) Total number of people supported into paid work through council activity <i>with sub-targets for:</i>	Q	1,117	1,100	Yes	1,153	Similar
		b) Islington parents of children aged 0-15	Q	267	385	No	385	No
		c) Young people aged 18-25	Q	316	300	Yes	342	No
		d) Disabled people / those with long term health conditions (E)	Q	202	200	Yes	192	Yes
	E2	Percentage of residents supported into paid work through council activity, who remain in employment for at least 26 weeks	Q	69%	55%	Yes	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	15.1% (2015-16)	14.2%	No	17.4% (2014-15)	Yes
	E4	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit (E)	Q	11,960	12,550	Yes	12,620	Yes
<i>Promote and facilitate take up of apprenticeships</i>	E5	a) Number of people placed into council apprenticeships	Q	42	50	No	44	No
		b) Number of people placed into external apprenticeships	Q	80	50	On	60	Yes

Environment & Regeneration

Objective	PI No	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous year?
<i>Effective disposal of waste and recycling</i>	ER1	Percentage of household waste recycled and composted	M	31.0% (Q3)	35.2%	No NB: final figure pending	29.4%	Yes
	ER2	Number of missed waste collections - domestic and commercial (per calendar month)	M	680	450	No	407	No
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within 13 weeks or agreed time (majors)	M	100%	85%	Yes	82.5%	Yes
		b) Percentage of planning applications determined within the target (minors)	M	87.9%	84%	Yes	83.7%	Yes
		c) Percentage of planning applications determined within the target (others)	M	91.8%	85%	Yes	86%	Yes
<i>Promote and increase use of libraries and leisure centres</i>	ER4	Number of leisure visits	Q	2,495,523	2.145m	Yes	2.382m	Yes
	ER5	Number of library visits	Q	1,059,852	1.021m	Yes	1.021m	Yes
<i>Tackle fuel poverty</i>	ER6	Residents' energy cost savings (annualised)	Q	£357,801	£223,500	Yes	£320,870	Yes

Housing

Objective	PI No	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous year?
<i>Increase supply of and access to suitable affordable homes</i>	H1	Number of affordable new council and housing association homes built	Q	156	460	No	241	No
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Q	131	78	Yes	78	Yes
	H3	Number of under-occupied households that have downsized	Q	156	200	No	179	No
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	M	85%	85%	Yes	84.5%	Yes
	H5	Major works open over three months as a percentage of Partners' total completed major works repairs	M	7.3%	1.0%	No	1.6%	No
	H6	a) Rent arrears as a proportion of the rent roll - LBI	M	1.8%	2.0%	Yes	1.7%	Similar
b) Rent arrears as a proportion of the rent roll - Partners		M	2.1%	2.0%	No	2.2%	Similar	
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	M	396	400	Yes	375	No
	H8	Number of households in nightly-booked temporary accommodation	M	374	400	Yes	500	Yes

Public Health

Objective	PI No	Indicator	Frequency	End of Year figure 2016-17	Target 2016-17	Did we meet our target?	Previous year 2015-16	Better than previous year?
<i>Promote wellbeing in early years</i>	PH1	Proportion of new births that received a health visit within 14 days	Q	94%	90%	N/A	N/A	N/A
	PH2	a) Proportion of children who have received the first dose of MMR vaccine by 2 years old	Q	91.4%	92%	No	92%	Similar
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Q	87%	95%	No	90%	No
<i>Reduce prevalence of smoking</i>	PH3	a) Number of smokers accessing stop smoking services	Q	1,645	1,400	Yes	2,356	No
		b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Q	46%	54%	No	47.5%	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	28%	20%	Yes	29%	No
		b) Percentage of those invited who take up the offer of an NHS Health Check	Q	43%	66%	No	52%	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	5,091	4,655	Yes	5,357	No
		b) Percentage of those entering IAPT treatment who recover	Q	49%	50%	No	48%	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	17.3% (Q3)	20%	TBC	18.1%	TBC
	PH7	Percentage of alcohol users who successfully complete their treatment plan	Q	35% (Q3)	42%	TBC	40.1%	TBC
<i>Improve Sexual Health</i>	PH8	Proportion of adults newly diagnosed with HIV with a late diagnosis	Q	25%	25%	Yes	N/A	N/A

Corporate performance indicators and targets 2017-18

ADULT SOCIAL SERVICES								
Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<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+	Quarterly	525.9	776.80	N/A	N/A	This measures our ability to put in place support arrangements for vulnerable adults leaving hospital. Target is set by Better Care Fund.
	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	95.0%	95.7%	89.2%	84.7%	Target set by the Better Care Fund. Measures our ability to rehabilitate and support a person to resettle back into their home and not be readmitted to hospital Target will maintain our performance in the top quartile
	ASC3	Percentage of service users receiving services in the community through Direct Payments	Monthly	35.0%	30.9%	30.9%	31.4%	Direct Payments allow service users more choice over their care package. Changes have been made to the service to increase take up
<i>Support those who are no longer able to live independently</i>	ASC4	Number of new permanent admissions to residential and nursing care	Monthly	130	137	133	125	Better Care Fund Target. This represents a 5% reduction, which is stretching given that there is greater acuteness of need as clients develop age-related conditions
<i>Support carers</i>		Carers' reported quality of life	Bi-annual (Survey July)	REMOVE	7.3 March 2017	7.3 March 2015	N/A	Composite measure based on responses in Annual Carers Survey. Survey is only every two years – next one in 2019 – so not possible to set and monitor a target for 2017-18
<i>Reduce social isolation faced by vulnerable adults (E)</i>	ASC5	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact. (E)	Annual (reports May)	73.0% 2017-18	70.6% 2015-16	64.2% 2014-15	N/A	Survey takes place Jan / Feb each year with results available in May 2018

CHILDREN'S SERVICES

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	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)	75% March 18	70% (728)	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 annual target is based on the snapshot in the Spring term – so the target for 2017-18 is the position in March 2018
	CS2	Percentage of families with under-5s registered at a Children's Centre	Termly (July, November & March)	95%	91%	95%	88%	Annual figure taken from snapshot in Spring term – target for 2017-18 is based on March 18 figure
		Number of active childminders	Quarterly	REMOVE	188	187	191	Standards are now higher and the level of change each year is low so not much to monitor
	CS3	NEW: Uptake of funded early education places for 2 year olds among Turkish / Kurdish families (E)	Annual (Jan)	50 or more	42	30	N/A	New Equalities objective Turkish and Kurdish children have historically been the lowest performing ethnic group (of a significant size) on the Early Years Foundation Stage Profile. National research shows that accessing good early education leads to good outcomes by end of Foundation Stage
<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	Claims made Sept 16 Jan 17 & Mar 17	260	217	30	N/A	
<i>Safeguard vulnerable children</i>		Number of new mainstream foster carers recruited in Islington	Monthly	REMOVE	11	9	N/A	Numbers are so low that RAG ratings don't really work. But will continue to monitor through CS Scrutiny Committee
	CS5	Number of children missing from care for 24+ hours	Monthly	20 or less	36	18	New indicator	NB: Variable number go missing each month. Islington has high numbers of children becoming looked after aged 16 and 17 and high numbers of Unaccompanied Asylum Seeking children – both groups are more likely to go missing from care than any other

CHILDREN'S SERVICES (continued)

CHILDREN'S SERVICES

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
Ensure all pupils in our schools receive a good education	CS6	Percentage of primary school children who are persistently absent (below 90% attendance)	Termly (July, November & March)	At or below Inner London average	9.2%	9.5%	9.9%	The target reflects the government's new, stricter, definition of persistent absence. Data is collected via the school census so is always a term in arrears.
	CS7	Number of children in Alternative Provision	Quarterly	90 or less	117	127	153	For 2017/18, Islington schools will have responsibility for managing their own arrangements for pupils in Alternative Provision.
		Percentage of pupils achieving five or more A*-C grade GCSEs (including Maths and English)	Annual	REMOVE	58.7	57.9%	59.9%	No longer reported Inner London average 59.5% 15/16
	CS8	Average Progress 8 score	Annual: academic year	At or above Inner London average	0.19	N/A	N/A	New attainment measure comparing relative attainment* Target is for 16-17 Academic Year. Local provisional results are available in August 2017 with comparators available in October. Final results will be published in January 2018 Last year (2015-16) Inner London = 0.17
	CS9	Average Attainment 8 score	Annual: academic year	At or above Inner London average	50.6	N/A	N/A	New attainment measure, replacing the 5+ A*-Cs GCSE including English & Maths. Target is for 2016-17. Local provisional results are available in August 2017, with comparators available in October. Final results published in January 2018. In 2015-16 (i.e. exams sat in Summer 16) average score for pupils in Islington schools was 50.6, compared to Inner London average 51.3
	CS10	NEW: Gap in attainment between Black Caribbean pupils and LA average for all pupils at Key Stage 2 (expected standard in Reading, Writing and Maths) (E)	Annual	<15%	15%	N/A	N/A	In 2016, 42% of Black Caribbean pupils in Islington achieved the new expected standard across the combined Reading, Writing and Maths, compared to 57% for all pupils - a gap of 15% points NB: due to uncertainty around the impact of changes to school accountability measures, no numerical target has been set, but the aim is to narrow the gap

CHILDREN'S SERVICES

	CS11	NEW: Gap in attainment between Black Caribbean pupils and LA average for all pupils at Key Stage 4 (Progress 8) (E)	Annual	<0.24	0.24	N/A	N/A	In 2016, the Progress 8 score for Black Caribbean pupils was -0.05 compared to 0.19 Islington average – a gap of 0.24 No numerical target has been set
<i>Ensure suitable pathways for all school leavers</i>	CS12	Percentage of Islington school leavers in Year 11 who move into education or training	Report after year end	98%	96.9%	96.7%	94.4%	Change in measure for 2017/18 to look at pupil destinations as of November each year, in line with DfE destination measures

*A Progress 8 score is calculated for each pupil by comparing their achievement (across 8 qualifications – called Attainment 8) with the average of all pupils nationally who had a similar starting point (prior attainment) calculated using assessment results from the end of primary school. The greater the Progress 8 score, the greater the progress made by the pupil compared to those starting from similar positions. A school or local authority's Progress 8 score is the average of its pupils' scores

CRIME & COMMUNITY SAFETY

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<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	Quarterly	85%	80%	80%	86%	MOPAC Target*
	CR2	Number of first time entrants into Youth Justice System	Quarterly	70	79	102	90	MOPAC Target
	CR3	Percentage of repeat young offenders (under 18s)	Quarterly	43%	45%	48%	43%	MOPAC Target
	CR4	Number of custodial sentences for young offenders	Quarterly	30	30	37	30	Islington has a relatively high rate compared to other areas. We want to prevent young people receiving a custodial sentence as future outcomes are worse once they do
		Number of Islington residents under 25 who receive a substantive outcome (i.e. charge, caution etc.) after committing a violent offence	Quarterly	REMOVE	430	346	364	This measures action taken by police in the borough where the young person was arrested – we have no influence over this. We will be introducing indicators around the Integrated Gangs Team when these have been agreed
<i>Increase the number of offenders into Education, Training & Employment</i>	CR5	a) Employment	Quarterly	35	34	25	26	MOPAC Target NB: employment outcomes will also be included in the Council's Employment support target
		b) Education and training	Quarterly	47	46	57	32	
<i>Ensure an effective response for victims of crime and anti-social behaviour</i>	CR6	Number of repeat ASB complainants to Police and Council	Quarterly	50	51	55	52	MOPAC Target – Repeat callers are those who call 10 + times, identified through analysis of police 101 & 999 and council ASB line calls
	CR7	Percentage of ASB reports which are responded to, verified and then repeat over the following three months	Quarterly	38%	40%	40%	36%	
		Percentage of housing ASB cases that result in enforcement action	Quarterly	REMOVE	46%	36%	32%	Measure is too ambiguous – not clear if we want it to go up or down

*MOPAC is the Mayor's Office for Policing and Crime. There is a suite of MOPAC indicators in place to measure performance across London. We've selected those most relevant to corporate priorities and over which we have some control. The full suite of MOPAC measures is monitored through the Safer Islington Partnership

CRIME & COMMUNITY SAFETY (continued)

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<i>Tackle Violence against Women and Girls (VAWG)</i>	CR8	Percentage of repeat victims referred to the Domestic Violence MARAC	Quarterly	29%	29%	10.6%	14.4%	MOPAC Target - (Multi-Agency Risk Assessment Conference). We want to encourage referrals of repeat victims to the panel, but not so high that it means the panel isn't working
	CR9	Number of young victims (aged 16 - 18) referred to the MARAC	Quarterly	7	6	4	6	MOPAC Target – again, we want to see this number increase
		Number of domestic violence perpetrators with complex needs referred to the Domestic Violence MARAC	Quarterly	REMOVE	104	53	63	No longer a MOPAC target and DV PPP (Prolific Perpetrator Panel) is no longer in place
	CR10	Rate of domestic abuse sanction detections	Quarterly	40%	32%	34%	39%	MOPAC Target – we want to see an increase in the number of DV cases reported that result in formal action
<i>Tackle hate crime through increased reporting and detection (E)</i>	CR11	Number of Homophobic Offences						<p><u>Increasing reporting</u> Targets are based on a rolling three year average (+10%). In 2016-17, we saw a spike in hate crime linked to the Brexit vote. Therefore, setting targets on a year by year basis would not factor in any seasonal variation, and would rely on major events such as Brexit or a terror attack to drive up reporting, which is not what we want. We are looking for a steady, longer-term increase</p> <p><u>Sanction detections</u> We want to move away from sanction detections only to looking at a whole range of more positive outcomes. We are working with the Police around how to capture and measure these so have, for now, settled on 3 year average +20% so current SD targets</p>
		a) reported to police (E)	Quarterly	99	98	87	86	
		b) detected by police (sanction detections) (E)	Quarterly	26	25	27	14	
	CR12	Number of Racist Offences						
		a) reported to police (E)	Quarterly	647	640	580	517	
		b) detected by police (sanction detections) (E)	Quarterly	216	164	191	179	
	CR13	Number of Disability Hate Offences						
		a) reported to police (E)	Quarterly	25	40	17	10	
	b) detected by police (sanction detections) (E)	Quarterly	2	1	3	0		
CR14	Number of Faith Hate Crime Offences							
	a) reported to police (E)	Quarterly	72	73	70	53		
	b) detected by police (sanction detections) (E)	Quarterly	16	15	17	9		

EMPLOYMENT

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<i>Support Islington residents with more complex needs into sustained employment</i>	E1	Number of Islington residents supported into paid work through council activity						
		a) total number	Quarterly	1,250	1,117	1,153	1,023	
		b) parents of children aged 0-15	Quarterly	385	267	385	389	
		c) young people aged 18-25	Quarterly	325	316	342	237	
	d) disabled people / those with long term health conditions (E)	Quarterly	200	202	192	43		
	E2	Percentage of residents supported into paid work through council activity, who remain in employment for at least 26 weeks	Quarterly	70%	69%	N/A	N/A	Sustained employment will be measured by contacting clients six months after they've started work to see if they are still in employment. The measure currently focuses on those supported into work through iWork. We aim to extend it to all internal services
<i>Increase proportion of disabled people in employment (E)</i>		Percentage gap between employment rate for residents with long term health conditions and overall Islington employment rate (E)	Annual (1year + data lag)	REMOVE	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.
	E3	Number of Islington working age residents claiming Employment Support Allowance or Incapacity Benefit (E)	Quarterly (6 months in arrears)	11,460 (Nov 17)	11,960 (Nov 16)	12,620 (Nov 15)	12,820 (Nov 14)	Four year Equalities target - to reduce figures to 10,125 by 2019 Calculated on the Inner London average ESA claimant rate at the time and the decrease in numbers Islington would need to bring us in line with Inner London (reduction of 2,695 by 2019)

EMPLOYMENT (continued)

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<i>Promote and increase take up of apprenticeships</i>	E4	Number of Islington residents supported into an apprenticeship:						NB: These figures are also included in E1 above The new Public Sector Duty requires that 2.3% of our headcount should start an apprenticeship each year. Based on our current workforce, this equates to 108 new apprenticeship starts per year (this excludes schools head count. If we count schools, that would be an additional 54)
		a) within the council	Quarterly	50	42	44	34	
		b) with an external employer	Quarterly	75	80	60	N/A	
<i>Promote social value through our commissioning and contracts</i>	E5	NEW: Number of Islington residents						The Council has agreed that we need to achieve maximum social value for our residents through our commissioning, contracts, and planning developments. Work is underway to look at how we can best measure this. These two new indicators provide a start – but we will be looking to embed the concept of social value across all areas of council work
		a) supported into jobs with council contracted suppliers	Quarterly	30	N/A	N/A	N/A	
		b) gaining apprenticeships with council contracted suppliers	Quarterly	10	N/A	N/A	N/A	
<i>Support residents to develop their learning and skills</i>	E6	NEW: Number of Islington residents participating in adult and community learning courses provided by the Council	Termly	TBC	TBC	TBC	TBC	The Council provides free learning and skills courses to residents on low income focused on developing employability skills
	E7	Number of library visits	Monthly	1,081,049	1,059,852	1,010,857	1,073,000	NB: Previously monitored as part of E&R. Now sits in Children's Services and contributes to Employment & Skills The increase seen in 16/17 was at our Finsbury Library as a result of the area housing office being relocated into the building in October 2015. Target for 17/18 represents a 2% increase on last year

ENVIRONMENT & REGENERATION

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<i>Effective disposal of waste and recycling</i>	ER1	Percentage of household waste recycled and composted	Monthly	35.6%	31% Q3	29.4%	32.8%	Target for 17/18 is a North London Waste Authority (NLWA) target. Final figure for 16-17 due July 17
	ER2	Number of missed waste collections - domestic and commercial (per calendar month)	Monthly	450	680	407	380	To put this in context, there are around 2.08 million waste collections each month. Spike in 2016-17 was as a result of the new village principle being introduced. We expect numbers to reduce in 17-18 once new system has fully bedded in
<i>Deal promptly with planning applications</i>	ER3	a) Percentage of planning applications determined within the target (majors)	Monthly	90%	100%	82.5%	86.5%	Holding level to allow service to focus on quality as well as speed
		b) Percentage of planning applications determined within the target (minors)	Monthly	84%	87.9%	83.7%	80.7%	
		c) Percentage of planning applications determined within the target (others)	Monthly	85%	91.8%	86.0%	86.2%	
<i>Promote use of our leisure centres</i>	ER4	Number of leisure visits	Quarterly	2.188m	2.496m	2.382m	2.062m	Target reflects 2% increase each year in the baseline, as per contract with GLL, who manage our leisure centres
<i>Tackle fuel poverty</i>	ER5	Residents' energy cost savings (annualised)	Quarterly	£182,500	£357,801	£320,870	£269,770	The reduced target reflects several factors, including a drop off in demand for Energy Doctor in The Home (where we visit residents and recommend/install small energy saving measures). Therefore this will require more stimulus, some redirection of staff resources to SHINE London, increased demand and complexity of debt relief cases, as well as additional new projects

HOUSING

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	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	250	156	241	252	The Council has set a target to deliver 2,000 affordable new homes between 2015-2019. Affordable housing means Social Rented and Shared Ownership
	H2	Number of severely overcrowded households that have been assisted to relieve their overcrowding	Quarterly	108	131	78	N/A	There is uncertainty around the impact of the Housing and Planning Act 2016. This introduces a levy on high value voids which, if sold, will reduce the overall housing stock. The target is seen to be more realistic in the light of this legislation. A household is severely overcrowded if it requires at least 2 bedrooms more than the property contains
	H3	Number of under-occupied households that have downsized	Quarterly	163	156	179	170	Households are deemed to be under-occupied if the property has at least one bedroom more than the household requirement
<i>Ensure effective management of council housing stock</i>	H4	Percentage of LBI repairs fixed first time	Monthly	85.0%	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	11%	7.3%	1.6%	N/A	In March 2017, there were 23 major repairs that had been ongoing for more than 3 months. These will impact upon performance this year
	H6	a) Rent arrears as a proportion of the rent roll - LBI	Monthly	2.0%	1.8%	1.7%	1.8%	
b) Rent arrears as a proportion of the rent roll - Partners		Monthly	TBC	2.1%	2.2%	2.3%	Target for 2017-18 is awaiting agreement from Partners	
<i>Reduce homelessness</i>	H7	Number of households accepted as homeless	Monthly	400	396	375	396	
	H8	Number of households in nightly-booked temporary accommodation	Monthly	400	374	500	457	

RESOURCES: FINANCE, CUSTOMER SERVICES & HR

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<i>Optimise income collection</i>	R1	Percentage of council tax collected in year	Monthly	96.7%	96.9%	96.5%	96.3%	
	R2	Number of council tax payments collected by direct debit	Monthly	62,000	60,491	57,354	56,101	
	R3	Percentage of business rates collected in year	Monthly	99.0%	99.2%	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	161,000	177,000	189,096	199,897	This target aims to reduce visitor volumes as more residents are able to do their transactions online
	R5	Number of telephone calls through Contact Islington call centre	Monthly	390,000	434,490	497,530	526,993	This target aims to reduce calls to the council as more residents are able to do their transactions online
	R6	Number of online transactions	Monthly	180,000	167,708	147,159	119,267	The aim is to improve our digital offer so that residents can do more online or self-serve and not have to call or visit. The target 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%	99.0%	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	7.50	7.10	6.89	
	R9	Percentage of workforce who are agency staff	Quarterly	10.0%	11.3%	13.2%	16.7%	
<i>Increase progression of BME and disabled staff (E)</i>	R10	Percentage of BME staff within the top 5% of earners (E)	Quarterly	20.6%	18.7%	19.6%	20.0%	Equalities objective: Aim is to achieve even progression across all groups by 2019 and to increase the proportion of BME and disabled staff in senior management roles.
		Percentage of disabled staff within the top 5% of earners (E)	Quarterly	6.5%	5.8%	3.5%	4.2%	

PUBLIC HEALTH

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<i>Promote wellbeing in early years</i>	PH1	Proportion of new births that received a health visit	Quarterly	90.0%	94.0%	N/A	N/A	
	PH2	a) Proportion of children who have received first dose of MMR vaccine by 2 years old	Quarterly	95.0%	91.4%	92%	93.6%	
		b) Proportion of children who have received two doses of MMR vaccine by 5 years old	Quarterly	95.0%	87%	90%	89.7%	
<i>Reduce prevalence of smoking</i>	PH3	a) Number of smokers accessing stop smoking services	Quarterly	REMOVE AND REPLACE WITH	1,645	2,356	2,762	The number of four week smoking quits (national timeframe for a successful quit) better reflects the move towards outcome focused measures. The 2017/18 target aligns with the stop smoking service KPI. There has been a national decline in the number of people accessing stop smoking services in recent years. Key factors include: many smokers who were ready and able to quit have done so, leaving a "harder to engage/ quit" core group; message fatigue in the general population about stopping smoking; and the impact of people using E-cigarettes to cut down or quit on their own The 50% quit rate aligns with the new smoking cessation service KPI and is considerably above the Department of Health minimum quit rate target of 35%.
		a) NEW: Number of four week smoking quitters	Quarterly	800	761	1120	1,271	
	b) Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date)	Quarterly	50.0%	46%	47.5%	46%		
<i>Early detection of health risks</i>		a) Percentage of eligible population (34-74) who have been offered an NHS Health Check	Quarterly	REMOVE BOTH AND REPLACE WITH	28.0%	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		43.0%	52.0%	66.9%	This is an aspirational target, set nationally.
	PH4	NEW: Percentage of eligible population (40-74) who receive an NHS Health Check	Quarterly	13.2%	14.8%	15%	15%	This streamlines the offer and delivery indicators into one, and aligns with the national target of 13.2% of people receiving an NHS Health Check each year. Over the five year cycle, this aligns with the national target of 66% of the eligible population having received an NHS Health Check

Page 101

PUBLIC HEALTH (continued)

Objective	PI No.	Indicator	Frequency	2017-18 Target	2016-17	2015-16	2014-15	Comments
<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	5,091	5,357	4,534	
		b) Percentage of those entering IAPT treatment who recover	Quarterly	50.0%	49.0%	48%	N/A	
<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)	20.0%	17.3% Q3	18.1%	N/A	
	PH7	Percentage of alcohol users who successfully complete the treatment plan	Quarterly	42.0%	35.0% Q3	40.1%	N/A	
<i>improve sexual and reproductive health</i>		Proportion of adults with a late diagnosis of HIV	Quarterly	REMOVE AND REPLACE WITH	25%	N/A	N/A	The number of HIV each quarter is small, therefore prone to considerable fluctuation. Alongside this, informal and private use of PrEP (Pre Exposure Prophylaxis - medication that people at high risk of HIV can take to reduce their risk of getting infected) has resulted in a sharp reduction in new HIV diagnoses. A new national trial of PrEP begins in summer 2017, which is likely to further reduce the number of new HIV infections identified meaning there is no comparable baseline for target setting
	PH8	NEW: Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services	Quarterly	TBC – reporting to begin from Q2	N/A New measure	N/A	N/A	Long Acting Reversible Contraception has a much higher efficacy than oral contraception method and therefore contributes to reducing unplanned pregnancies. Reporting on this indicator will not start until Q2 as the new service, which is part of the London Sexual Health Transformation programme does not begin delivery until July 2017.

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	20 JULY 2017	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

.....
Interim Director of Law and Governance

.....
Date

Received by

.....
Head of Democratic Services

.....
Date

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

FORWARD PLAN OF KEY DECISIONS



ISLINGTON

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 28 SEPTEMBER 2017 AND BEYOND

Page 105

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

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

Published on 3 July 2017

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 28 SEPTEMBER 2017 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 the Director of Public Health to award contracts where the value of the contract is up to £2million revenue expenditure or £5million capital expenditure.

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Contract award for mental health housing related support - Lot A	All	Corporate Director of Housing and Adult Social Services	4 July 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
Page 107	Contract award for mental health housing related support - Lot B	All Wards	Corporate Director of Housing and Adult Social Services	4 July 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
3.	Contract award for mental health housing related support - Lot D	All Wards	Corporate Director of Housing and Adult Social Services	4 July 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

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)
4.	Contract award for mental health housing related support - Lot J	All	Corporate Director of Housing and Adult Social Services	4 July 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
Page 108	Data Centre Migration Strategy	All Wards	Chief Digital and Information Officer	10 July 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Ed Garcez Ed.Garcez@islington.gov.uk Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety andy.hull@islington.gov.uk
6.	Procurement strategy for early education and child-care provision in four children's centres.	All	Executive	13 July 2017	None	Open	Mark Taylor mark.taylor@islington.gov.uk Councillor Joe Caluori, Executive Member for Children, Young People & Families joe.caluori@islington.gov.uk

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7.	Procurement strategy - Insurance renewal miscellaneous policies - 6 lots	All Wards	Executive	13 July 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis Mike.curtis@islington.gov.uk Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety andy.hull@islington.gov.uk
8.	Confirmation of Article 4 Directions to withdraw permitted development right for change of use from light industrial to dwelling houses	All	Executive	13 July 2017	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
9.	Procurement strategy for vehicle fleet fuel	n/a	Executive	13 July 2017	None	Open	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
10.	Procurement strategy for vehicles	n/a	Executive	13 July 2017	None	Open	Bram Kainth bram.kainth@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
11. Page 110	Contract award for block contracts for Domiciliary Care Services	All	Executive	13 July 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jess McGregor jess.mcgregor@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
12.	Procurement strategy report for Apprenticeship Levy	All	Executive	13 July 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Councillor Andy Hull andy.hull@islington.gov.uk Councillor Asima Shaikh, Executive Member for Economic Development asima.shaikh@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
13.	Contract award for the construction of 8 new 2-bedroom apartments on the car park at Centurion Close	Caledonian	Corporate Director of Housing and Adult Social Services	24 July 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
14.	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	11 August 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
15.	Amendment to the Council's Housing Allocations Scheme 2015	All	Executive	28 September 2017	None	Open	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
16.	Contract award for communal heating and ventilation maintenance including responsive repairs and out of hours cover	All Wards	Executive	28 September 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong Simon.kwong@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
17.	Procurement strategy for door entry and access control systems testing servicing and repairs contract	All Wards	Executive	28 September 2017	None	Open	Sean McLaughlin Sean.mclaughlin@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
18.	Highbury Corner Roundabout	St Mary's	Executive	28 September 2017	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
	19. Adoption of Economic Development Strategy 2017 - Sustainable, inclusive growth for Islington	All	Executive	28 September 2017	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Asima Shaikh, Executive Member for Economic Development asima.shaikh@islington.gov.uk
Page 143	20. Holloway Prison site Supplementary Planning Document - draft for consultation	Finsbury Park	Executive	28 September 2017	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
	Procurement strategy for Finsbury Centre construction	Bunhill	Executive	28 September 2017	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
22.	Contract award for agency contract	All Wards	Corporate Director of Resources	28 September 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Mike Curtis Mike.curtis@islington.gov.uk
23. Page 114	Contract award for the transformation of Substance Misuse Services	All	Executive	19 October 2017	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Julie Billett julie.billett@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
24.	Finsbury Park Neighbourhood Forum and Area designation	Finsbury Park	Executive	19 October 2017	None	Open	Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
25.	Contract award for the construction of 61 new build homes on the Andover Estate	Finsbury Park	Corporate Director of Housing and Adult Social Services	23 October 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 framework agreement for fire safety work to housing street properties	All	Executive	23 November 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
27.	Contract award for the construction of 40 new build homes and improvements to Dixon Clark Court	St Mary's	Corporate Director of Housing and Adult Social Services	29 November 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

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 the Director of Public Health 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)
28.	Contract award for the construction of 42 new build homes and improvements to Besant Court	Mildmay	Corporate Director of Housing and Adult Social Services	1 December 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
29.	Contract award for autism spectrum condition and profound learning difficulties outreach service	All Wards	Corporate Director Children's Services	4 December 2017	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk
30.	Hanley Crouch construction of 8 units	Tollington	Corporate Director of Housing and Adult Social Services	31 January 2018	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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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)
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Membership of the Executive 2017/2018:

Councillors:

Richard Watts
 Janet Burgess MBE
 Joe Caluori
 Keya Comer-Schwartz
 Andy Hull
 Sima Shaikh
 Diarmaid Ward
 Claudia Webbe

Portfolio

Leader
 Health and Social Care
 Children, Young People and Families
 Community Development
 Finance, Performance and Community Safety
 Economic Development
 Housing and Development
 Environment and Transport

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OUTSTANDING SCRUTINY REVIEWS – UPDATED 17 May 2017

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
CCTV	Environment and Regeneration	JB 28 June 2016 Exec 21 July 2016	July - Nov 2016	JB 13 Dec 2016 Exec 19 Jan 2017		Simon Kwong
Alternative Provision	Children's	JB 6 Sept 2016 Exec 29 Sept 2016	Oct - Jan 2017	JB 17 Jan 2017 Exec 9 Feb 2017		Mark Taylor
Capital Programming	Housing	JB 22 Mar 2016 Exec 21 April 2016	June – Oct 2016	JB 20 September 2016 Exec 20 October 2016		Simon Kwong
Responsive Repairs	Housing	JB 6 Sept 2016 Exec 29 Sept 2016	Sept - Dec 2016	JB 13 Dec 2016 Exec 19 Jan 2017		Matt West & Simon Kwong
Smart Cities	Environment and Regeneration	JB 28 June 2016 Exec 21 July 2016	July - Nov 2016	JB 13 Dec 2016 Exec 23 March 2017		Sally Millett
Health implications of damp properties	Health and Care	JB 18 Oct 2016 Exec 24 Nov 2016	Sept - Dec 2016	JB 21 March 2017 Exec 27 April 2017		Julie Billet & Simon Kwong
Tax Avoidance	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 2016	JB 21 March 2017 Exec 27 April 2017		Steve Key
Knife Crime and Mobile Phone Theft	Policy and Performance	JB 28 June 2016 Exec 21 July 2016	Sept - Dec 2016	JB 20 June 2017 Exec 13 July 2017		Catherine Briody

SCRUTINY REVIEWS 2016/17:

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
Flooding Scrutiny	Policy and Performance	JB 5 Sept 2017 Exec 28 Sept 2017	TBC			
Regeneration of Retail Areas	Environment and Regeneration	TBC				
Improving access to psychological therapies	Health and Care	JB 5 Sept 2017 Exec 28 Sept 2017				
Housing Services for Vulnerable People	Housing	TBC				
Post-16 Education, Employment and Training	Children's	TBC				

Page 120

POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2017/18

20 JULY 2017

- 1.Revenue outturn 2016/17
- 2.Presentation Leader of the Council on Executive priorities 2017/18
- 3.Quarter 4 Performance report
4. Work Programme 2017/18
- 5.Call ins if any
- 6.Monitoring report
7. Use of Agency staff/Sickness absence
8. New Scrutiny topics – Approval
9. Scrutiny Review – Tax Avoidance – 12 month report back

05 OCTOBER 2017

- 1.Financial update
- 2.Call ins if any
- 3.Monitoring report
4. Welfare Reforms update
5. Performance update – Quarter 1
6. Thames Water – response to flooding scrutiny review and St.John Street and Copenhagen Street bursts

02 NOVEMBER 2017

- 1.Annual Crime and Disorder report/Report of Executive Member Community Safety
- 2.Call ins if any

30 NOVEMBER 2017

- 1.Scrutiny topic – witness evidence
- 2..Use of agency staff/Sickness absence
- 3 Call ins – if any

4. **Monitoring report**
5. **Quarter 2 Performance update**
6. **Work Programme 2017/18**
7. **Presentation – Executive Member Performance, Finance and Community Safety**
8. **Report back from Thames Water – Strategic Review**

18 JANUARY 2018

1. **Budget 2017/18**
2. **Call ins- if any**
3. **Monitoring report**

08 FEBRUARY 2018

1. **Scrutiny Review – witness evidence**
2. **Report of Procurement Board**
3. **Use of Agency staff/Sickness absence**

29 MARCH 2018

1. **Performance update – Quarter 3**
2. **Call ins if any**
3. **Monitoring report**
3. **Financial update**
4. **Presentation Executive Member Community Development**
5. **ICO 12month update**
6. **Crime statistics**
7. **Work Programme 2017/18**

25 APRIL 2018

1. **Scrutiny Review – Draft Recommendations/Final report**
2. **Welfare Reforms update**