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## AGENDA FOR THE EXECUTIVE

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Members of the Executive are summoned to attend a meeting to be held in Committee Room 4, Town Hall, Upper Street, N1 2UD - Islington Town Hall on **29 November 2018 at 7.00 pm.**

**Lesley Seary**  
**Chief Executive**

Enquiries to : Philippa Green  
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Despatched : 21 November 2018

### Membership

Councillor Richard Watts  
Councillor Janet Burgess MBE  
Councillor Joe Caluori

Councillor Kaya Comer-Schwartz  
Councillor Andy Hull

Councillor Asima Shaikh  
Councillor Diarmaid Ward  
Councillor Claudia Webbe

### Portfolio

Leader of the Council  
Executive Member Health and Social Care  
Executive Member Children, Young People and Families  
Executive Member for Community Development  
Executive Member Finance, Performance and Community Safety  
Executive Member for Economic Development  
Executive Member for Housing and Development  
Executive Member for Environment and Transport

### **Quorum is 4 Councillors**

#### Please note

It is likely that part of this meeting may need to be held in private as some agenda items may involve the disclosure of exempt or confidential information within the terms of Schedule 12A of the Local Government Act 1972. Members of the press and public may need to be excluded for that part of the meeting if necessary.

Details of any representations received about why the meeting should be open to the public - none

## Declarations of interest:

If a member of the Executive has a **Disclosable Pecuniary Interest\*** in an item of business and it is not yet on the council's register, the Councillor **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent. Councillors may also **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, the Councillor **must** leave the room without participating in discussion of the item.

If a member of the Executive has a **personal** interest in an item of business they **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but may remain in the room, participate in the discussion and/or vote on the item if they have a dispensation from the Chief Executive.

- \*(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 expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one 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 the Councillor or their 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.

**NOTE:** Public questions may be asked on condition that the Chair agrees and that the questions relate to items on the agenda. No prior notice is required. Questions will be taken with the relevant item.

Requests for deputations must be made in writing at least two clear days before the meeting and are subject to the Leader's agreement. The matter on which the deputation wants to address the Executive must be on the agenda for that meeting.

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**D. Other Matters**

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**E. Urgent non-exempt matters**

Any non-exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

**F. Exclusion of press and public**

To consider whether to exclude the press and public during discussion of the remaining items on the agenda, in view of their confidential nature, in accordance with Schedule 12A of the Local Government Act 1972.

**G. Confidential / exempt items for information**

**H. Urgent Exempt Matters**

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Executive will be on 17 January 2019

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London Borough of Islington

## **Executive - 18 October 2018**

Minutes of the meeting of the Executive held at Committee Room 4, Town Hall, Upper Street, N1 2UD - Islington Town Hall on 18 October 2018 at 7.00 pm.

**Present:**                   **Councillors:**       Watts, Burgess, Caluori, Comer-Schwartz,  
Hull and Ward

**Also Present:**       **Councillors:**       O'Halloran

### **Councillor Richard Watts in the Chair**

#### **550       LEADER'S ANNOUNCEMENTS**

Councillor Watts, Leader of the Council, welcomed Jermain Jackman, Chair of the Fair Futures Commission, and members of the public to the meeting.

Councillor Watts advised that he had agreed to a request for a deputation by Outcome service users in relation to Agenda item F12 'Procurement strategy for mental health recovery services and day care centre consultation outcome'. As the vast majority of the members of the public present were attending in relation this item, Councillor Watts advised that, in accordance with Rule 56.5(h) in Part 4 of the Council's Constitution, this item would be moved up the agenda and would be taken as the second item this evening. Councillor Watts also advised it would be followed by Agenda item D8 'Response to the Fair Futures Commission'.

#### **551       APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Shaikh and Webbe.

#### **552       DECLARATIONS OF INTEREST**

None.

#### **553       MINUTES OF PREVIOUS MEETING**

That the Minutes of the meeting on 6 September 2018 be confirmed as a correct record and the Chair be authorised to sign them.

#### **554       FINANCIAL POSITION AS AT 31 AUGUST 2018**

##### **RESOLVED:**

- 2.1       That the forecast revenue outturn for the General Fund (Table 1 of the report) of a gross overspend of £1.2m, before taking into account the ongoing corporate contingency budget of £2m (Paragraph 3.1 of the

report) be noted.

- 2.2 That the breakdown of the forecast General Fund outturn by individual variance at Appendix 1 of the report and by service area at Appendix 2 of the report, be noted.
- 2.3 That the HRA forecast is a net break-even position (Section 5, Table 1 of the report) be noted.
- 2.4 That the latest capital position with forecast capital expenditure of £155.0m in 2018-19 (Section 6, Table 2, and Appendix 3 of the report) be noted.
- 2.5 That the summary of the latest Section 106 and Neighbourhood Community Infrastructure Levy (CIL) balances by ward at Appendix 4 of the report, be noted.

Reason for decision – to allow Members to monitor the budget.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

555

**PROCUREMENT STRATEGY FOR MENTAL HEALTH RECOVERY SERVICES AND DAY CARE CENTRE CONSULTATION OUTCOME**

Councillor Burgess introduced the item and advised that, following extensive public consultation, the report seeks approval for the closure of services at Southwood Smith and approval of a procurement strategy for new services. The proposed new services have been co-designed with service users and will provide a service that is easy to navigate and more accessible. Councillor Burgess confirmed that the report recommended that Ashley Road should not be closed and that Southwood Smith users will have one to one support to access other services.

Councillor Watts invited Janice Samuels to present the deputation on behalf of the Outcome service users group, under Procedure Rule, 56.6(d), in Part 4 of the Council's Constitution.

Janice Samuels read a statement, on behalf of the Outcome service users, that explained the significance of the Outcome service based at the Ashley Road centre and how important it is to the service users.

Councillor Watts thanked Janice Samuels for her comments and Councillors Burgess and Watts responded to a number of questions from the members of the public.

**RESOLVED:**

- 2.1 That the Resident Impact Assessment undertaken in June 2018, attached as Appendix 1, be noted.
- 2.2 That recommendation to retain Ashley Road as a day service site, and to proceed with the closure of Mind Empower day service at Southwood Smith, in order to prioritise resources for staff, activities and the direct delivery of care and support services for mental health service users be agreed.
- 2.3 That the procurement strategy for a Mental Health Recovery Pathway as outlined in this report be agreed.
- 2.4 That authority to award the contract be delegated to the Corporate Director of Housing and Adult Social Services, in consultation with the Executive Member for Health and Social Care, be agreed.

Reason for decision – to enable the council to manage sites more efficiently whilst prioritising direct service delivery of care and support for mental health service users.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

556

**RESPONSE TO THE FAIR FUTURES COMMISSION  
RECOMMENDATIONS**

Councillor Caluori introduced the item and advised that the report has identified where the recommendations fit within the Corporate Plan, names lead members who will be accountable for the recommendations and confirms that the Partnership Board is to become an Implementation Board. The report shows how keen we are to hit the ground running. Councillor Caluori thanked Jermain Jackman for all the work he has done as Chair of the Fair Futures Commission.

Jermain Jackman thanked Councillors and staff for the work they have done and said that the council was at the forefront of doing something great and that Hackney are now doing a very similar commission.

Councillor Watts noted the Executive's formal thanks to Tania Townsend, the Children's Partnership Development and Strategy Manager, and to all the officers involved for their work.

**RESOLVED:**

- 2.1 That the Council's response to the Fair Futures Commission recommendations attached as Appendix 1 to this report be agreed.

Reason for decision – to respond to the Fair Futures Commission’s Calls to Action.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

**557**      **NEW BUILD PROGRAMME SCRUTINY - EXECUTIVE MEMBER'S RESPONSE TO THE RECOMMENDATIONS OF THE HOUSING SCRUTINY COMMITTEE**

**RESOLVED:**

2.1      That the responses to the recommendations made by the Housing Scrutiny Committee set out in section 4 of this report and progress to date be noted.

2.2      That officers report back on progress to the Housing Scrutiny Committee in 12 months’ time be agreed.

Reason for decision – to respond to the recommendations of the Housing Scrutiny Committee.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

**558**      **PROCUREMENT STRATEGY FOR GENERAL BUILD, SPECIAL PROJECTS AND LEGAL REPAIR WORKS**

**RESOLVED:**

2.1      That the procurement strategy for General Building Work for the Housing Repairs Service, Special Projects Team and Legal Repair Team as outlined in this report be agreed.

2.2      That authority to award the contracts be delegated to the Corporate Director of Housing and Adult Social Services, in consultation with the Executive Member for Housing and Development, be agreed.

Reason for decision – to ensure continuity of service provision.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

**559**      **ADOPTION OF ADDITIONAL ENFORCEMENT POWERS AGAINST  
ROGUE LANDLORDS AND LETTING AGENTS**

**RESOLVED:**

- 2.1      That the proposed Financial Penalty Charging Policy at Appendix 1 of the report be agreed.
- 2.2      That authority be delegated to the Corporate Director of Environment and Regeneration, in consultation with the Executive Member for Housing and Development, to make future changes to the financial penalty policy as considered appropriate, be agreed.

Reason for decision – to enable use of an additional enforcement tool against rogue landlords and letting agents.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

**560**      **AIR QUALITY AND HEALTH SCRUTINY - EXECUTIVE MEMBER'S  
RESPONSE TO THE HEALTH AND CARE SCRUTINY COMMITTEE'S  
RECOMMENDATIONS**

**RESOLVED:**

- 2.1      That the Executive's responses to the recommendations of the Health and Care Scrutiny Committee report into the health impacts of poor air quality, as set out in section 4 of the report, be agreed.

Reason for decision – to respond to the recommendations in the Health and Care Scrutiny Committee's review of Air Quality and Health.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

**561**      **ISLINGTON'S LOCAL IMPLEMENTATION PLAN DELIVERY  
PROGRAMME FOR TRANSPORT FOR LONDON FUNDING (2019/20 -  
2021/22)**

**RESOLVED:**

- 2.1      That the proposed programmes for the Local Implementation Plan Delivery Plan 2019/20 to 2021/22 (Appendix 1 of the report), the Cycle Grid and Quietway programme 2019/20 to 2021/22 (Appendix 2 of the report) and the Bus Priority Programme 2019/20 (Appendix 3 of the report) be agreed for submission to Transport for London.

- 2.2** That authority be delegated to the Corporate Director of Environment and Regeneration, in consultation with the Executive Member for Environment and Transport, to make any necessary changes to the Local Implementation Plan Delivery Plan 2019/20 to 2021/22 (Appendix 1 of the report), the Cycle Grid and Quietway Programme 2019/20 to 2021/22 (Appendix 2 of the report), and the Bus Priority Programme 2019/20 (Appendix 3 of the report), be agreed.

Reason for decision – to agree how we will prioritise and deliver transport, public realm, walking and cycling improvements across the borough.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

**562**      **WASTE MINIMISATION AND RECYCLING ACTION PLAN 2018/19**

**RESOLVED:**

- 2.1      That the Waste Minimisation and Recycling Service 'Aims and Objectives' for 2018/19 as set out in section 4 of the report, be agreed.
- 2.2      That the programme of service updates and proposals to improve recycling as set out in section 5 of the report, be noted.

Reason for decision – to receive an update on recycling progress over the last year and agree priorities and service initiatives for 2018/19.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

MEETING CLOSED AT 7.35 pm

CHAIR



**Resources Department  
Newington Barrow Way, N7**

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

Meeting of:	Date	Ward(s)
Executive	29 November 2018	All

## **FINANCIAL MONITORING 2018-19 MONTH 6**

### **1. SYNOPSIS**

- 1.1 This report presents the forecast outturn position for 2018-19 as at 30<sup>th</sup> September 2018. Overall, there is a forecast gross General Fund overspend of £0.6m, before taking into account the ongoing corporate contingency budget of £2m.
- 1.2 The Housing Revenue Account (HRA) is forecast to break-even over the year.
- 1.3 It is forecast that £154.9m of capital expenditure will be delivered in 2018-19.

### **2. RECOMMENDATIONS**

- 2.1 To note the forecast revenue outturn for the General Fund (**Table 1**) of a gross overspend of £0.6m, before taking into account the ongoing corporate contingency budget of £2m (**Paragraph 3.1**).
- 2.2 To note the breakdown of the forecast General Fund outturn by individual variance at **Appendix 1** and by service area at **Appendix 2**.
- 2.3 To note that the HRA forecast is a net break-even position. (**Section 5, Table 1**)
- 2.4 To note the latest capital position with forecast capital expenditure of £154.9m in 2018-19. (**Section 6, Table 2, and Appendix 3**)

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

- 3.1. A summary position of the General Fund and HRA is shown in **Table 1**, a breakdown by individual General Fund variance in **Appendix 1** and a breakdown by General Fund and HRA service area in **Appendix 2**.

**Table 1: 2018-19 General Fund and HRA Month 6 Forecast**

	<b>Forecast Over/(Under) Spend (£000)</b>
<b><u>GENERAL FUND</u></b>	
Resources	(422)
Chief Executive's Department	(123)
Children's, Employment and Skills (excluding DSG)	(452)
Environment and Regeneration	1,565
Housing and Adult Social Services	38
Public Health	0
<b>DIRECTORATE TOTAL</b>	<b>606</b>
Corporate Items	(37)
<b>GROSS OVER/(UNDER) SPEND</b>	<b>569</b>
<b><u>HOUSING REVENUE ACCOUNT</u></b>	
<b>NET (SURPLUS)/DEFICIT</b>	<b>0</b>

### 4. **GENERAL FUND**

#### **Resources Department (-£0.4m)**

- 4.1. The Resources Department is forecasting an underspend of (-£0.4m) over the financial year with the key variances detailed in **Appendix 1**.

#### **Chief Executive's Department (-£0.1m)**

- 4.2. The Chief Executive's Department is forecasting an underspend of (-£0.1m) with key variances set out in **Appendix 1**.

#### **Children's, Employment and Skills - General Fund (-£0.5m), Schools (-£0.5m)**

- 4.3. The Children's, Employment and Skills directorate is forecasting an underspend of (-£0.5m) with key variances set out in **Appendix 1**.
- 4.4. The Dedicated Schools Grant (DSG) is forecasting an underspend of (-£0.5m or 0.4%), mainly in relation to prior-year balances being managed on behalf of the Schools Forum.

### **Environment and Regeneration (+£1.6m)**

- 4.5. The Environment and Regeneration Department is forecasting a (+£1.6m) overspend. The key variances behind this net overspend are set out in **Appendix 1**.
- 4.6. The management actions being taken to control these pressures are:
  - 4.6.1. Regular monitoring of spend and income trends across the department to enable effective decisions to be taken;
  - 4.6.2. Extensive work being undertaken within Street Environmental Services to control and monitor staff related spend and HR data;
  - 4.6.3. Vacancy and recruitment management to control and reduce costs; and
  - 4.6.4. Ongoing work to drive through service changes to deliver delayed savings.

### **Housing and Adult Social Services (Break-Even)**

- 4.7. Housing and Adult Social Services is forecasting a break-even position with key variances set out in **Appendix 1**.

### **Public Health (Break-Even)**

- 4.8. Public Health is funded via a ring-fenced grant and forecast to break-even.

### **Corporate Items (Break-Even)**

- 4.9. The forecast for corporate items, before any call on corporate contingency budgets, is a break-even position with key variances set out in **Appendix 1**.

## **5. HOUSING REVENUE ACCOUNT**

- 5.1. The forecast net variance for the Housing Revenue Account is a break-even position.

## **6. CAPITAL PROGRAMME**

- 6.1. It is forecast that £154.9m of capital investment will be delivered in 2018-19. This is set out by directorate in **Table 2** below and detailed in **Appendix 3**.

**Table 2: 2018-19 Capital Programme Month 6 Forecast**

<b>Directorate</b>	<b>2018-19 Capital Budget</b>	<b>2018-19 Capital Forecast</b>	<b>Forecast Re-profiling (to) Future Years</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Children's, Employment and Skills	20.8	15.2	(5.6)
Environment and Regeneration	19.5	23.0	3.5
Housing and Adult Social Services	116.7	116.7	0.0
<b>Total</b>	<b>157.0</b>	<b>154.9</b>	<b>(2.1)</b>

- 6.2. Under the Council's financial regulations, the re-profiling of capital budgets between financial years over £1m on an individual capital scheme is a function of the Executive.
- 6.3. The capital forecast for the Children's, Employment and Skills directorate reflects a re-profiling of the budget from 2018-19 to future years to match latest project milestones and cash flows. The Children's, Employment and Skills capital programme remains on time and on budget.
- 6.4. The Environment and Regeneration forecast capital position includes unbudgeted costs of significant capital projects that will be funded from corporate capital contingency at the end of the financial year.

## **7. IMPLICATIONS**

### **Financial Implications**

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

### **Legal Implications**

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

### **Environmental Implications**

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

### **Resident Impact Assessment**

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

public life. The Council must have due regard to the need to tackle prejudice and promote understanding.

- 7.5. A resident impact assessment (RIA) was carried out for the 2018-19 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 – General Fund Revenue Monitoring by Individual Variance

Appendix 2 – Revenue Monitoring by Service Area

Appendix 3 – Capital Monitoring

**Background papers:** None

Final report clearance:

<b>Signed by:</b>		21 November 2018
	Executive Member for Finance, Performance and Community Safety	Date

**Responsible Officer:**

Alan Layton

Service Director Financial and Asset Management

**Report Authors:**

Martin Houston, Strategic Financial Advisor

Tony Watts, Head of Financial Planning

**Legal Implications Author:**

Peter Fehler, Acting Director of Law and Governance

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**Appendix 1: 2018-19 General Fund Revenue Monitoring by Individual Variance - Month 6**

Directorate / Service Area	Sub-Heading	Description of Over/(Under) Spend	Over-spend £000	Under-spend £000	Net Over/(Under) Spend £000
<b>RESOURCES</b>					
Accommodation and Facilities	Business Rates	Reduction in business rates costs relating to a rationalisation of buildings.		(550)	(550)
Revenues and Benefits	Revenues and Benefits	The call on the bad debt provision and the welfare fund are expected to be less than budgeted, and costs relating to court summons have been reduced.		(262)	(262)
Accommodation and Facilities	Commercial Property	Commercial Income has been budgeted to rise significantly. However, practical issues have meant that the development project at Old Street has taken longer than anticipated and has caused a delay in achieving this growth.	951		951
Accommodation and Facilities	Assembly Hall/Other	The Assembly Hall is expected to overachieve its income target by £296k, and rationalisation of maintenance work within Accommodation and Facilities is likely to lead to a further underspend of £99k.		(395)	(395)
All	All	Vacancies management in a number of areas is expected to save £460k during the year. This will offset additional staffing costs elsewhere amounting to £145k.		(166)	(166)
<b>Total Resources</b>			<b>951</b>	<b>(1,373)</b>	<b>(422)</b>
<b>CHIEF EXECUTIVE'S DEPARTMENT</b>					
Strategy and Change	Head of Strategy and Change	Non recruitment to Head of Design and Transformation post and part year vacancies.		(120)	(120)
Communications	Communications	Underspend due to staff vacancies and a secondment.		(100)	(100)
Chief Executive	Chief Executive Office	Vacant apprentice post.		(18)	(18)
Strategy and Change	Head of Strategy and Change	Overspend on consultant fees and running costs.	70		70
Communications	Print Services	Overspend on employee costs.	40		40
Chief Executive	Central London Forward (CLF)	CLF subscription slightly higher than budget available.	5		5
<b>Total Chief Executive's Department</b>			<b>115</b>	<b>(238)</b>	<b>(123)</b>
<b>CHILDREN'S, EMPLOYMENT AND SKILLS</b>					
Safeguarding and Family Support	Children looked After - Placements	A delay to the completion of the joint procurement exercise with HASS to purchase additional accommodation for looked after children. The procurement strategy has been amended to minimise the impact in-year.	150		150
Safeguarding and Family Support	Children looked After - Placements	Reduction in number of children in semi-independent and residential provision.		(150)	(150)
Safeguarding and Family Support	Children looked After - Placements	Forecast balance on placements demographic contingency budget.		(200)	(200)
Learning and Schools	Building Schools for the Future	Unbudgeted costs of cleaning Holloway Pool.	60		60
Learning and Schools	Schools Capital and Finance	Contribution from capital towards project management costs.		(60)	(60)
Learning and Schools	Early Years	Inflation on childcare fees from September 2017 and September 2018.		(330)	(330)
Partnerships and Service Support	Cardfields	Reduction in school's funding, repayment of corporately funded capital works, forecast shortfall in income and urgent maintenance costs. This is partly mitigated through actively targeting weekend hire at identified groups, construction of a special offer for weeks that we can't sell and a review of costs.	78		78
<b>Total Children's, Employment and Skills</b>			<b>288</b>	<b>(740)</b>	<b>(452)</b>
<b>ENVIRONMENT AND REGENERATION</b>					
Planning and Development	Development Control	Lower levels of income and agency cost pressure.	100		100
Planning and Development	Building Control	Delays in building control fire safety works.	125		125
Public Protection	Local Land Charges	Decline in local land charges income.	100		100
Public Realm	Highways & Energy Services	Unachievable street lighting Wi-Fi concession income.	120		120
Public Realm	Street Environmental Services	Sickness levels exceeding target operating model.	750		750
Public Realm	Street Environmental Services	Additional staff cover due to operational, performance and disciplinary issues.	225		225
Public Realm	Street Environmental Services	Driver grade uplift to reflect additional supervision duties.	120		120
Public Realm	Street Environmental Services	Delays in fleet replacement due to ULEZ considerations.	155		155
Public Realm	Street Environmental Services	Anticipated fuel savings offset by higher pump prices.	100		100
Public Realm	Street Environmental Services	Additional staff costs due to changes in refuse collection service.	400		400
Public Realm	Street Environmental Services	Shortfall in commercial waste income.	250		250
Public Protection	Private Sector Housing	Underspend in Private Sector Housing grants.		(430)	(430)
Public Protection	Various	Vacancies across the division.		(100)	(100)
Public Realm	Highways & Energy Services	Spend previously allocated to revenue to be financed from capital resources.		(350)	(350)
<b>Total Environment and Regeneration</b>			<b>2,445</b>	<b>(880)</b>	<b>1,565</b>
<b>HOUSING AND ADULT SOCIAL SERVICES</b>					
Temporary Accommodation / Housing Needs	Temporary Accommodation / Housing Needs	Overspend on direct and indirect temporary accommodation costs.	22		22
Housing Strategy and Development / Other	Housing Strategy and Development / Other	Underspend across Housing Strategy and Development and Housing Administration.		(22)	(22)
<b>Total Housing General Fund</b>			<b>22</b>	<b>(22)</b>	<b>0</b>
Integrated Community Services	In-house Service - Day Offer Review	Non-delivery of savings.	843		843
Learning Disabilities	In-house Review	Non-delivery of savings.	399		399
AdSS	AdSS	Additional adult social care grant (one-off).		(804)	(804)
AdSS	AdSS	Improved Better Care Fund (Stabilising the Social Care System) one-off income.		(400)	(400)
<b>Total Adult Social Services</b>			<b>1,242</b>	<b>(1,204)</b>	<b>38</b>
<b>Total Housing and Adult Social Services</b>			<b>1,264</b>	<b>(1,226)</b>	<b>38</b>
<b>PUBLIC HEALTH</b>					
<i>No significant variances from budget.</i>					
<b>Total Public Health</b>			<b>0</b>	<b>0</b>	<b>0</b>
<b>DIRECTORATE TOTAL</b>			<b>5,063</b>	<b>(4,457)</b>	<b>606</b>
<b>CORPORATE ITEMS</b>					
Housing Needs	NRPF	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).	800		800
Invest to Save	Bike Hangars	Invest to Save funding for bike hangars that will secure an ongoing income stream for the Council (one-off).	568		568
Homelessness	Homelessness	Unbudgeted corporate funding for Street Homelessness Coordinator and St Munco's Outreach Officer (one-off)	95		95
Inflation	Pay	Estimated underspend against corporate budget for pay inflation (one-off).		(1,500)	(1,500)
<b>Total Corporate Items</b>			<b>1,463</b>	<b>(1,500)</b>	<b>(37)</b>
<b>GROSS TOTAL</b>			<b>6,526</b>	<b>(5,957)</b>	<b>569</b>

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**Appendix 2: 2018-19 Revenue Monitoring by Service Area - Month 6**

<b>GENERAL FUND</b>					
Directorate / Division	Original Budget	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 6	Forecast Over/(Under) Spend Month 5
	£'000	£000	£000	£000	£000
<b>RESOURCES</b>					
Corporate Director of Resources	1,149	2,509	2,888	379	65
Digital Services and Transformation	10,935	11,120	11,120	0	0
Financial Management	10,920	418	577	159	176
Financial Operations	21,029	22,154	21,288	(866)	(845)
Internal Audit	685	691	659	(32)	(26)
Law and Governance	2,110	2,504	2,577	73	85
Human Resources	1,767	1,917	1,782	(135)	(40)
<b>Total Resources</b>	<b>48,595</b>	<b>41,313</b>	<b>40,891</b>	<b>(422)</b>	<b>(585)</b>
<b>CHIEF EXECUTIVE'S DEPARTMENT</b>					
Chief Executive	41	45	32	(13)	(13)
Communications and Change	1,195	1,029	969	(60)	(50)
Strategy and Change	839	856	806	(50)	(36)
<b>Total Chief Executive's Department</b>	<b>2,075</b>	<b>1,930</b>	<b>1,807</b>	<b>(123)</b>	<b>(99)</b>
<b>CHILDREN'S, EMPLOYMENT AND SKILLS</b>					
Youth and Communities	6,201	6,406	6,406	0	0
Safeguarding and Family Support	40,667	43,978	43,778	(200)	0
Learning and Schools	11,808	25,900	25,025	(875)	0
Partnership and Service Support	16,701	4,787	4,865	78	0
Employment, Skills and Culture	5,419	6,038	6,038	0	0
Health Commissioning	924	927	927	0	0
Less Projected Ring-Fenced Schools Related Underspend	0	0	545	545	0
<b>Total Children's, Employment and Skills</b>	<b>81,720</b>	<b>88,036</b>	<b>87,584</b>	<b>(452)</b>	<b>0</b>
<b>ENVIRONMENT AND REGENERATION</b>					
Directorate	161	(158)	(158)	0	0
Planning and Development	975	1,424	1,649	225	225
Public Protection	4,653	4,995	4,565	(430)	(430)
Public Realm	8,170	9,344	11,114	1,770	2,120
<b>Total Environment and Regeneration</b>	<b>13,959</b>	<b>15,605</b>	<b>17,170</b>	<b>1,565</b>	<b>1,915</b>
<b>HOUSING AND ADULT SOCIAL SERVICES (HASS)</b>					
Temporary Accommodation (Homelessness Direct)	2,148	2,510	2,464	(46)	(46)
Housing Needs (Homelessness Indirect)	1,368	1,408	1,476	68	68
Housing Benefit	880	880	880	0	0
Housing Strategy and Development	127	130	129	(1)	(1)
Housing Administration	1,328	987	966	(21)	(21)
Voluntary and Community Services (VCS)	3,028	3,397	3,397	0	0
<b>Total Housing General Fund</b>	<b>8,879</b>	<b>9,312</b>	<b>9,312</b>	<b>0</b>	<b>0</b>
Adult Social Care	(2,503)	(3,238)	(4,442)	(1,204)	(1,204)
Integrated Community Services	19,503	19,951	20,794	843	843
Learning Disabilities	25,136	25,279	25,678	399	399
Strategy and Commissioning	26,951	27,297	27,297	0	0
<b>Total Adult Social Services</b>	<b>69,087</b>	<b>69,289</b>	<b>69,327</b>	<b>38</b>	<b>38</b>
<b>Total Housing and Adult Social Services</b>	<b>77,966</b>	<b>78,601</b>	<b>78,639</b>	<b>38</b>	<b>38</b>
<b>PUBLIC HEALTH</b>					
Children 0-5 Public Health	3,689	3,689	3,689	0	0
Children and Young People	1,434	1,434	1,434	0	0
NHS Health Checks	394	394	394	0	0
Obesity and Physical Activity	679	679	679	0	0
Other Public Health	(19,984)	(19,984)	(19,984)	0	0
Sexual Health	6,022	6,022	6,022	0	0
Smoking and Tobacco	488	488	488	0	0
Substance Misuse	7,278	7,278	7,278	0	0
<b>Total Public Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DIRECTORATE TOTAL</b>	<b>224,315</b>	<b>225,485</b>	<b>226,091</b>	<b>606</b>	<b>1,269</b>

**Appendix 2: 2018-19 Revenue Monitoring by Service Area - Month 6**

Directorate / Division	Original Budget	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 6	Forecast Over/(Under) Spend Month 5
	£'000	£000	£000	£000	£000
<b>CORPORATE ITEMS</b>					
Other Corporate Items	4,567	1,020	183	(837)	(837)
Corporate Financing Account	(26,579)	(26,579)	(26,579)	0	0
Pensions	0	10,869	10,869	0	0
Levies	22,277	22,277	22,277	0	0
Transfer to/(from) Reserves	(7,219)	(15,847)	(15,847)	0	0
Specific Grants	(6,776)	(6,776)	(6,776)	0	0
Core Government Funding / Council Tax	(212,994)	(212,994)	(212,994)	0	0
No Recourse to Public Funds	409	545	1,345	800	800
Appropriations and Technical Accounting Entries	0	0	0	0	0
Contingency	2,000	2,000	2,000	0	0
<b>Total Corporate Items</b>	<b>(224,315)</b>	<b>(225,485)</b>	<b>(225,522)</b>	<b>(37)</b>	<b>(37)</b>
<b>GROSS TOTAL</b>	<b>0</b>	<b>0</b>	<b>569</b>	<b>569</b>	<b>1,232</b>

**Appendix 3: 2018-19 Capital Monitoring - Month 6**

	2018-19 Budget Monitoring						
	Original Budget	Budget Changes During the Year	Revised Budget	Forecast Outturn	Forecast Re-profiling (to)/from Future Years	Expenditure to Date	% Budget Spent to Date
	£m	£m	£m	£m	£m	£m	£m
<b>CHILDREN'S SERVICES</b>							
Moreland Primary School	0.0	0.3	0.3	0.3	0.0	0.0	3%
Dowery Street/Primary PRU	0.0	0.3	0.3	0.3	0.0	(0.1)	-43%
School Condition Works	0.0	0.2	0.2	0.0	(0.2)	0.0	0%
Tufnell Park	13.9	(3.1)	10.8	9.6	(1.2)	4.8	44%
Highbury Grove School Expansion	3.0	0.1	3.1	2.1	(1.0)	0.0	0%
Central Foundation School Expansion	2.7	(1.4)	1.3	0.8	(0.5)	0.0	0%
Arts and Media School	0.1	0.0	0.1	0.0	(0.1)	0.0	0%
New River College	0.0	0.2	0.2	0.2	0.0	0.0	0%
Windows Schemes	0.1	0.0	0.1	0.1	0.0	0.0	0%
Electrical & Mechanical	0.0	1.0	1.0	1.0	0.0	0.3	25%
Libraries	0.0	0.1	0.1	0.1	0.0	0.0	5%
Early Years Capital	0.5	0.4	0.9	0.3	(0.6)	0.0	0%
Other	3.7	(1.2)	2.5	0.5	(2.0)	0.0	0%
<b>Total Children's Services</b>	<b>24.0</b>	<b>(3.2)</b>	<b>20.8</b>	<b>15.2</b>	<b>(5.6)</b>	<b>4.9</b>	<b>24%</b>
<b>ENVIRONMENT AND REGENERATION</b>							
Other Environment and Regeneration	0.0	0.3	0.3	0.3	(0.0)	0.0	0%
Planning and Development	0.0	0.9	0.9	0.9	0.0	0.4	43%
Cemetaries	0.0	0.0	0.0	0.2	0.2	0.1	245%
Combined Heat and Power	0.1	1.3	1.4	4.6	3.2	0.7	48%
Energy Saving Council Buildings	0.4	0.2	0.6	0.6	0.0	0.1	13%
Vehicles	2.0	2.2	4.2	4.2	0.0	0.1	3%
Greenspace	2.0	0.7	2.7	2.5	(0.2)	2.2	80%
Highways	1.7	1.1	2.8	2.8	0.0	1.2	45%
Leisure	1.0	(0.3)	0.7	1.0	0.4	0.4	60%
Recycling Improvements	1.0	(0.4)	0.7	0.7	0.0	0.1	9%
Special Projects	0.1	0.2	0.3	0.2	(0.1)	0.1	51%
Traffic and Engineering	3.2	1.9	5.1	5.0	(0.0)	1.0	19%
<b>Total Environment and Regeneration</b>	<b>11.5</b>	<b>8.0</b>	<b>19.5</b>	<b>23.0</b>	<b>3.5</b>	<b>6.3</b>	<b>32%</b>
Major Works and Improvements	31.0	0.0	31.0	31.0	0.0	10.7	35%
New Build	85.7	0.0	85.7	85.7	0.0	13.1	15%
<b>Total Housing</b>	<b>116.7</b>	<b>0.0</b>	<b>116.7</b>	<b>116.7</b>	<b>0.0</b>	<b>23.8</b>	<b>20%</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>152.2</b>	<b>4.8</b>	<b>157.0</b>	<b>154.9</b>	<b>(2.1)</b>	<b>35.0</b>	<b>22%</b>

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### Report of: Executive Member for Environment and Transport

Meeting of:	Date	Ward(s)
Executive	29.11.18	All



## **SUBJECT: Household recycling in Islington – Executive Member response to the report of the Environment and Regeneration Scrutiny Committee**

### **1. Synopsis**

- 1.1** On 14 June 2018 the Executive received a report from the Environment and Regeneration Scrutiny Committee regarding household recycling in Islington.
- 1.2** The Environment and Regeneration Scrutiny Committee's report contained seventy recommendations, which have been reviewed by the Environment and Regeneration Department and the Executive Member for Environment and Transport.
- 1.3** Following the work undertaken to assess whether or not it is possible to implement the scrutiny committee's recommendations, this report recommends that sixty-eight of the recommendations are accepted in full, that one is partially accepted (recommendation 4.18) and that one recommendation cannot be taken forward (recommendation 4.11).
- 1.4** This report contains a detailed response to each recommendation and explains how the council will implement the recommendations it proposes that the Executive accepts and why it is not possible to fully accept the two recommendations detailed above.

### **2. Recommendations**

- 2.1** To agree the responses to the recommendations of the Environment and Regeneration Scrutiny Committee's report on Household Recycling in Islington, as set out in section 4 of this report.

### **3. Background**

**3.1** In July 2017 the Environment & Regeneration Scrutiny Committee commenced a review of household recycling in Islington.

**3.2** The review ran from September 2017 until April 2018 and evidence was received from a wide variety of sources from within and outside the Council.

**3.3** The objectives of the review were:

**To build on:**

– the Waste Minimisation and Recycling Action Plan 2016/17.

**To understand:**

- Islington’s current performance and its targets;
- the legal and policy framework in which the Council operates, and to determine whether it can be strengthened;
- current strategies and their effectiveness (including cost effectiveness);
- operational and cultural barriers to recycling, particularly among hard-to-engage groups, and to consider measures to overcome the barriers;
- specific issues in relation to the quality of recycling, particularly contamination, and to consider measures to improve it;
- what internal and external resources are available, and how they are used.

**To examine:**

– measures to increase the amount and type of recycling among those who already recycle, for example food waste

**To consider:**

- operational issues that might increase participation, for example the layout and capacity of waste and recycling bins on estates;
- whether alternative or additional educational or communication strategies could help;
- the role of, and Islington’s strategy for, waste reduction.

**3.4** The outcome of the Scrutiny Review was 11 recommendations with 70 separate sub-recommendations. Responses to each recommendation are provided in section 4 below with responses to individual sub-recommendations provided as appropriate.

### **4. Recommendations and Service Update**

The recommendations of the Environment and Regeneration Scrutiny Committee constitute a significant and comprehensive programme of work. Although there is an emphasis placed by the Committee on the part the whole Council can play, alongside partners such as social landlords and residents, the recommendations will place added demands on the Recycling Team who will either deliver or lead on delivering most of the recommendations. The Recommendations have therefore been reviewed based on whether they can be delivered within available resources and within a reasonable time frame.

#### **4.1 Recommendation 1**

**Set up a cross-team group to devise a programme to work across council services, residents’ groups and relevant external organisations, to support community events, programmes and initiatives – which promote waste reduction, re-use, recycling and composting – as a way of increasing community**

**engagement, resilience, the skills and capacity of residents, and improving the lived environment.**

Response to Recommendation 1

The Executive Committee accepts recommendation 1.

A forum will be set up, managed by the Recycling Team, to include representatives of relevant Council services and residents.

The North London Waste Authority (NLWA) outreach team will also be invited to attend to foster better links between this valuable resource and Islington's communities. The group will meet three times a year, beginning in Quarter 4, 2018-19.

## **4.2 Recommendation 2**

**Use the Council's new performance-data team to collect and analyse data more effectively on recycling and reuse. This would include**

**2.1 Prioritise areas with low recycling rates or high contamination.**

**2.2 Provide information to estates, schools and other institutions on their performance.**

**2.3 Support incentives and promote competition between, for example, schools, estates or other areas of the community.**

**2.4 Provide targeted communications to residents.**

The Executive Committee accepts recommendation 2 (2.1 to 2.4).

The new Performance and Data Team within Street Environment Services (SES) enables a greater focus on targeted communications based on smarter information. This relies on the use of new technologies, such as bin weighing, vehicle tracking and better system integration to make effective use of data. These systems are either in place or being investigated, developed and tested.

These systems will be used to measure area, estates and school recycling performance, enabling comparisons to be made and low performing areas to be identified, supporting recommendation 2.1. This will then enable information about performance to be provided, in support of recommendation 2.2. Trial systems will be in place by April 2019 with the aim of extending systems Borough wide the following year if practical.

In relation to recommendation 2.1, collection crews report any collection issues including contamination. This provides a record of any location where a collection has not happened owing to contamination. This information is used to identify regularly contaminated bins for targeted communications.

In relation to recommendation 2.3, the Executive considers that, based on available research and evidence, positive messages and feedback rather than financial incentives offers a more sustainable value for money means of increasing recycling performance.

In relation to recommendation 2.4, communications materials are already used that can be tailored to, for example, individual estates. As part of the overall review of communications

set out under the response to recommendation 3.4 (below), we will aim to provide more targeted communications about recycling based, in part, on relevant performance information.

#### **4.3 Recommendation 3**

**Improve communications with residents, landlords, staff and councillors.**

##### **3.1 Train and support:**

**3.1.1 staff members, including housing officers, caretakers, librarians and community officers who deal with residents, to enable them to encourage residents to recycle more, and to be able to provide information and answer questions;**

**3.1.2 officers working in council offices to enable them to be recycling champions for their team;**

**3.1.3 councillors and youth councillors;**

**3.1.4 staff of social landlords and Partners for Islington to give them the confidence to support their residents.**

The Executive Committee accepts recommendation 3.1 (3.1.1 to 3.1.4)

In relation to recommendation 3.1.1, an area based training approach will be delivered, focussed on caretakers and encompassing relevant frontline staff from Housing and Adult Social Services (HASS), local libraries and community engagement staff. This approach aims to maximise the benefit within a particular area by ensuring that all Council staff that interact with the public in that area have a good awareness of recycling services and the importance of recycling.

The training will include sessions on how recycling on specific estates could be improved and the development and joint delivery of improvement plans.

This area-based training approach will be trialled by April 2019 with a view to rolling it out across the Council over the following two years.

In relation to recommendation 3.1.2, learning materials will be developed by the Recycling Team and made available for Council staff online. This will allow the team to record who has completed the training and to encourage participation among targeted teams. We will develop this from April 2019 to be available to staff by September 2019.

In relation to recommendation 3.1.3, education, advice, updates and general information about recycling will continue to be provided to Councillors, with training and workshops opportunities also being offered. Training will also be offered for Youth Councillors at a suitable date, but no later than September 2019.

In relation to recommendation 3.1.4, we are engaging with Social Landlords on a range of issues (relating to several of the recommendations) and will offer training to Social Landlord staff.

#### **4.4 3.2 Consult with different groups to gain a better understanding of their experience of council communication channels and how they access information.**

**3.3 Review the council's social media strategy to improve its understanding of the effectiveness of different methods of communication, such as videos and messaging.**

**3.4 Apply the lessons learned to devise a cross-service communications strategy.**

The Executive Committee accepts recommendations 3.3 and 3.4 but considers that there is already sufficient evidence available to achieve recommendation 3.2 without carrying out further consultation.

In relation to recommendation 3.2, a range of research and consultation feedback already exists to help inform our consultation strategy. This includes:

- Islington council's residents survey
- Recycling survey carried out as part of the Environment and Regeneration Scrutiny Committee's 'Household Recycling in Islington' review
- Recycling Islington facebook quiz
- Various reports undertaken by WRAP (Waste & Resources Action Programme)
- Research undertaken as part of the Resource London estates recycling programme which is ongoing
- Research undertaken as part of the Trifocal recycling project, ongoing
- Research undertaken by NLWA during various communications strategies
- Islington council's website and social media analytics and feedback

We will use this evidence to gain a better understanding of barriers to recycling, gaps in understanding and available information, and preferred methods of communication. This evidence will be used to tailor our communications messages and methods, as well as the actual services provided.

In relation to recommendations 3.3 and 3.4, we will work with the Communications and Change Team to review our communications messages, channels and materials to ensure our communications channels are used as effectively as possible. A communications strategy and action plan will be developed by April 2019.

**4.5 3.5 Make better use of Council premises, such as libraries, housing offices, community centres and 222 Upper Street, to improve communication with residents and to provide them with information and recycling bags**

The Executive Committee accepts recommendation 3.5.

The vital role played by libraries and other public facing Council buildings in disseminating information to the public is recognised. Recycling leaflets are available from all libraries in Islington and programme of displays at public facing Council buildings promoting recycling has been arranged.

#### **4.6 3.6 Improve the Council's recycling website so that it:**

- 3.6.1 encourages residents to reduce waste, re-use and recycle more effectively;**
- 3.6.2 is easier to use and provides the information residents need, including what can and can't be recycled and the implications of getting it wrong;**
- 3.6.3 provides information on what actions the Council is taking to influence wider policy issues, such as those around waste reduction and single-use plastics;**
- 3.6.4 provides practical information on how and where to obtain recycling containers and bags;**
- 3.6.5 makes it as easy as possible to ask for containers for delivery (where applicable);**
- 3.6.6 provides information on Islington campaigns and events, such as give-and-take days, or community events**

The Executive Committee accepts recommendation 3.6 (3.6.1 to 3.6.6).

Information on the Council's recycling services are held within specific pages of the Council's website. These recycling pages are under continual review and change. Feedback from users of the site is reviewed monthly and the site amended based on this feedback. Recent additional information includes a comprehensive 'Materials A-Z' section and clearer links to recycling points for textiles and small electrical appliances.

In relation to recommendation 3.6.1, 3.6.2, 3.6.3 and 3.6.6, the last major review of the pages (following a Borough wide collection schedule change) focussed on service issues (when is my collection day, what can I recycle and so on). The pages, in line with the rest of the Council's website, are transaction based. That is, they aim to provide residents with the key information they need to be able to access our services. Feedback suggests there should be a greater emphasis on 'why we should recycle' and more information about the process. The North London Waste Authority 'Wise up to Waste' website has a wide range of relevant information, and we will consider how to improve useful content within the Council's website to achieve these recommendations without duplication.

In relation to recommendation 3.6.4 and 3.6.5, the information already provided on the Council's website will be reviewed to see where this information can be improved.

Recycling affects a range of other services. The review will include how the recycling message can be incorporated into other areas of the Council's website to give a more comprehensive range of information and better access to website users.

The review will be completed by April 2019.

#### **4.7 3.7 Use events, such as one-off campaign days, as publicity. 3.8 Prioritise attendance at forums to engage with Tenants and Residents Associations (TRAs) and social landlords.**

The Executive Committee accepts recommendation 3.7 and 3.8.

In relation to recommendation 3.7, the Recycling Team attends the Cally Festival and the Angel Canal Festival annually, while the NLWA's outreach team also attend events

throughout the year. We will continue to work together with the NLWA and review the effectiveness and reach of the events attended to gain maximum impact.

With greater awareness of recycling among residents, resident associations and Council staff following training and better communications, local community events can be used as awareness raising events for recycling, with residents and staff (particularly from HASS) who are already attending the events helping to spread the word.

In relation to recommendation 3.8, the Recycling Team will also attend where available and otherwise actively reach out to TRAs and social landlords to encourage better engagement.

#### **4.8 3.9 Provide all new parents with information about the nappy voucher scheme and the correct way of disposing of disposable nappies.**

The Executive Committee accepts recommendation 3.9.

Efforts will continue to be made to provide information to all new parents so far as is practical and cost effective.

The Council works with NLWA and Real Nappies for London to actively supports the real nappy voucher scheme. The scheme enables new parents to register online for a £54 voucher towards the cost of new reusable nappies. This scheme is promoted by the Council, NLWA and Real Nappies through websites and social media, leaflets, newsletters and through the network of electronic screen on estates.

The Council holds four real nappy and baby clothes swaps a year which encourages peer to peer support and introduces residents who are swapping baby clothes to real nappies.

The Council also holds monthly 'nappy natters' where the Recycling Team demonstrate the three main types of real cloth nappies and explain about the voucher scheme to expectant parents.

Real Nappies for London are working with Bright Start Centres to promote the scheme through posters and presentations to groups. Bright Start have also agreed to promote real cloth nappies and their facebook page.

We will also work together with the registrar's service to provide information to parents when babies are registered.

Around 120 vouchers are claimed and redeemed each year in Islington avoiding around 60 tonnes of waste.

The North London Waste Authority are also investing in an 18/19 campaign to raise awareness of how best to dispose of nappies and to avoid contamination in the recycling stream, and to improve packaging labelling.

#### **4.9 Recommendation 4**

**Make waste reduction, re-use and recycling as easy and as attractive as possible for residents**

**4.1 Update procedures to ensure they reflect the joint responsibility that Homes and Communities and Environment and Regeneration have in keeping estates clean and tidy.**

The Executive Committee accepts recommendation 4.1.

All parts of the Council are committed to playing their part in delivering easy and attractive recycling facilities for residents, wherever they live. The two services within the Council that are jointly responsible for providing recycling services to residents in Council managed properties (HASS and SES) will be reviewing and updating their working arrangements and agreements to ensure that this objective is met. These arrangements will be reviewed by September 2019 or sooner.

**4.10 4.2 Extend the Better Recycling sites' three-year programme to ensure recycling bins and sites are well maintained, attractive and clearly signed.**

The Executive Committee accepts recommendation 4.2.

The Better Recycling Sites programme is a three-year capital programme of £250k for each of the three years 2016/17 to 2018/19. It is making a material improvement to public and estate recycling and food waste sites across Islington through the installation of enclosures, new signage and better recycling bins. The programme will also see the introduction of innovative new 'reverse lid' recycling bins, which aim to reduce contamination and wear and tear.

To support this recommendation, the programme will be delivered through Ward Improvement Plans, as well as other funding opportunities such as contributions from landlords and external grant funding where available.

**4.11 4.3 Extend the community engagement work carried out on larger estates to include waste reduction, re-use and recycling.**

The Executive Committee accepts recommendation 4.3.

This recommendation will be considered by the forum referred to in recommendation 1. The Recycling Team will also work more closely with the Community Engagement Team within HASS to extend opportunities for community engagement to promote recycling and re-use on estates.

**4.12 4.4 Ask all caretakers and housing managers for their suggestions on how to improve the recycling on their estates and on what can be done to help them in their recycling work:**

The Executive Committee accepts recommendation 4.4.

All caretakers and housing managers will be asked for their suggestions on how recycling facilities on estates can be improved as part of the proposed training programme and through a communications programme to be led by HASS which will be carried out by September 2019.

**4.13 4.4.1 Involve representatives of all affected parties in the initial discussions to help identify and resolve problems when changes in general procedures on waste management and recycling are considered and before the procedure is implemented.**

**4.5 Involve caretakers, concierges and housing managers in decisions about siting or re-siting bins, or changes in the type and number of bins on their estates.**

The Executive Committee accepts recommendations 4.4.1 and 4.5.

When recycling sites are added, removed or relocated, all relevant parties are generally consulted with as normal practice. For example, when new communal recycling sites were installed on estates across Islington as an alternative to ineffective door to door collections, a full consultation process was implemented, involving caretakers, housing staff, resident associations, residents and councillors, to ensure the locations chosen were in the right place for residents.

There may be situations where a recycling site needs to be removed or relocated for important reasons, in which case full consultation may not be appropriate.

We will ensure that these procedures are followed and will review and update these procedures where necessary by January 2019.

**4.14 4.6 Provide training to all caretakers and housing managers, including offering visits to the re-use and recycling and the material recovery facility (MRF).**

The Executive Committee accepts recommendation 4.6.

An area-based training approach will be delivered focussed on caretakers and encompassing relevant frontline staff from Housing and Adult Social Services (HASS), local libraries and community engagement staff. Please see paragraph 4.3 (recommendation 3.1) for more details.

We will also offer visits to the recycling sorting facility for caretakers and staff who have not already been.

**4.15 4.7. Supply food bags, and clear sacks and leaflets to the caretakers and concierges and tell residents that they are available.**

The Executive Committee accepts recommendation 4.7.

Clear recycling bags and compostable food bags are made available free of charge to residents through libraries and compostable food bags are available through some caretakers and concierges. This is a popular service among residents with demand increasing each year. The Recycling Team will work with HASS to review this programme and to maximise the number of outlets and the ease with which residents can find out about and obtain these bags. This will include from caretakers and concierges.

We will promote this service through communications channels such as estate electronic notice boards, newsletters, the website and social media.

**4.16 4.8. Ensure that caretakers are invited to the new tenants' induction and follow-up meetings.**

The Executive Committee accepts recommendation 4.8.

Our caretakers play an important role in helping new residents on estates to settle in their new homes. By providing the right information to residents right from the start, more residents on estates are likely to make more use of their recycling facilities.

HASS are now ensuring that caretakers are included in new tenants' induction and follow up meetings. Caretakers have been provided with updated information, supporting recycling on estates. The proposed training programme will also result in more effective tenants' meetings in respect of promoting recycling.

**4.17 4.9. Update procedures so that caretakers and housing managers are clear on how, and to whom, they report recycling issues on their estates. Procedures should include feedback on the issues.**

The Executive Committee accepts recommendation 4.9.

As mentioned in relation to recommendation 4.1, the relevant services are reviewing their operating procedures. HASS and SES will ensure this is completed by September 2019.

**4.18 4.10. Separate recycling and non-recycling when litter-picking the estates.**

The Executive Committee accepts recommendation 4.10.

HASS are trialling the collection of separate recyclable and non-recyclable litter streams and will review if and how this can be extended to all Council estates by April 2019.

**4.19 4.11. Provide caretakers and concierges with new residents' names in the privately rented properties to enable them to contact the new residents about the management, including waste management, of the estate and to provide them with bags.**

The Executive Committee does not accept recommendation 4.11.

Residents renting from leaseholder's contract with the leaseholder rather than the Council. It is therefore unlikely that the Council will have the details of residents in privately rented leaseholder properties or be aware of new tenants moving in. Furthermore, the passing on of confidential information would only be permissible if a suitable clause were included within the rental contract.

However, we are exploring how new tenants in the private rented sector can be encouraged to recycle more, and whether caretakers where they become aware of a new tenant moving into a property, can visit the resident to advise them of recycling and waste facilities on their estate.

**4.20 4.12. Include a requirement to recycle in all Islington Council's tenancy agreements and include information on waste and recycling in tenants' induction**

**packs. Provide new tenants with bags and encourage social landlords and other landlords to do the same.**

The Executive Committee accepts recommendation 4.12.

However, to introduce a new term covering recycling the Council would need to carry out the variation of tenancy procedure under s103 of the Housing Act 1985. HASS will undertake this once there are further significant changes required to the tenancy agreement to ensure any consultation process represents value for money. We aim to do this by April 2021.

**4.21 4.13 Include information in new tenants' induction packs, and in the six-week follow up meeting, on how and what to recycle, and on the consequences of contamination.**

The Executive Committee accepts recommendation 4.13.

The starter pack for new tenants already includes information on rubbish and recycling facilities. However, this can be improved to be clearer and more comprehensive. The information in new starter packs is being reviewed to provide better information on recycling, to be completed by April 2019.

**4.22 4.14 Maximise the efficiency and reach of the food-waste recycling service that is currently offered to estates. Where the food-waste service cannot be provided, consider providing community composting.**

The Executive Committee accepts recommendation 4.14.

The current food waste collection service will be reviewed to ensure routes are optimised. Any spare capacity will be utilised to implement additional food waste recycling sites on estates. The review will be completed by April 2020.

Community composting is subject to waste legislation and requires tight controls over what is composted, with good practical onsite management. Composting sites that mainly or entirely consist of food waste are difficult to manage effectively and have the potential to cause odour and rodent problems. And community composting sites should primarily be for garden waste, with only specific food waste being included.

Community composting will be encouraged through working with the Community Engagement Team as part of the 'Urban Wild Places' project and through the provision of information and links to further information via the Council's website. As part of this programme, we will consider to what extent food waste may be included in these community composting sites.

**4.23 4.15 Improve the reliability of the ordering and delivery process for recycling containers.**

The Executive Committee accepts recommendation 4.15.

Residents can request recycling containers via the Council's 'my e-account' pages of the Council's website. The Council aims to deliver these containers within seven days of the request being received.

The process will be reviewed as part of the introduction of a new back office system for managing recycling and rubbish frontline services which is due for installation in early 2019.

- 4.24 4.16 Promote the option of using clear recycling sacks or green boxes for all street properties.**  
**4.17 Ensure a reliable supply of clear recycling bags by updating the procedures for providing them through libraries and community centres.**  
**4.18 Increase local collection points and run a pilot-online ordering and delivery offer of sacks.**

The Executive Committee accepts recommendations 4.16 and 4.17 partially accepts recommendation 4.18.

Clear recycling sacks are currently made available through libraries and 222 Upper Street, as well as being routinely delivered to flats above shops.

Ad hoc demand for these bags from libraries is rising as residents become more accustomed to using them. The increasing cost of meeting this demand places a financial pressure on the service.

In relation to recommendation 4.16, we will continue to promote the option of clear recycling sacks, collected by residents from libraries, as a free alternative to the green box recycling service.

In relation to recommendation 4.17, procedures for ensuring an adequate supply of clear recycling bags to libraries are being reviewed and updated. We will ensure there is a reliable stock to these outlets so that residents can reliably obtain recycling and compostable bags.

In relation to recommendation 4.18, we will increase local collection points, but making bags available via an online ordering and delivery process would effectively mean an on-demand recycling bag delivery service for all properties in Islington and would require a considerable additional resource for delivery and procurement of bags.

- 4.25 4.19 Encourage home and communal composting.**

The Executive Committee accepts recommendation 4.19.

Home composting is already encouraged through communications during home composting week and through the availability of compost bins at subsidised prices. We will consider ways of increasing this promotional activity and will also work with the Community Engagement Team to encourage community composting as part of the 'Urban Wild Places' project and through the provision of information and links to further information via the Council's website.

- 4.26 4.20 Ensure that waste and recycling are part of landlord registration scheme requirements, that they are reviewed on inspection, and that landlords are required to display information on waste collection and recycling for each house in multiple occupation**

The Executive Committee accepts recommendation 4.20.

The landlord registration scheme licence conditions will be amended to include additional relevant clauses relating to recycling and rubbish. This will be progressed as part of the development of the new landlord licencing scheme for the Finsbury Park area, due for approval by the end of 2018.

**4.27 4.21 Work with major letting agents to help tenants understand their area's waste and recycling service by providing information at the start of their tenancies.**

The Executive Committee accepts recommendation 4.21.

A pilot scheme is being developed with one of Islington's lettings agencies prior to seeking partnerships with other lettings agencies during 2019/20. The pilot aims to include communications materials for tenants and landlords, reviewed anti-social behaviour clauses and procedures to ensure recycling facilities (containers etc) are present at the property.

**4.28 Recommendation 5**

**Demonstrate the Council's leadership in waste reduction, re-use and recycling**

**5.1 Audit the waste management systems of all council facilities, including offices, libraries and community centres, and continue to provide the facilities and procedures to ensure that recycling is enabled and prioritised.**

The Executive Committee accepts recommendation 5.1.

Recycling facilities already exist (including for food waste) in Council offices and many other Council facilities. This is supported by information (posters and signs) advising staff how to recycle and what to recycle.

Facilities management teams have been reviewing the recycling provision in core Council offices to see how and where improvements can be made. Proposals will be considered and, subject to funding being available, implemented by April 2019.

The Recycling Team will work with the libraries service and community centres to review their recycling provision and will implement improvements where required and subject to funding being available.

**4.29 5.2 Create a communications plan to support effective recycling in council facilities.**

The Executive Committee accepts recommendation 5.2.

The Recycling Team will work with the Communications Team to develop effective communications to encourage staff to recycle more. This communications campaign will follow improvements to office recycling systems through 2019/20.

**4.30 5.3 Work towards a paper-free council where possible. In the meantime, enable and encourage the minimisation of paper use.**

The Executive Committee accepts recommendation 5.3.

The Council is committed to reducing its paper usage and new technological products will offer the opportunity to do this.

The Council has recently launched office 365, allowing staff to securely access emails and other documents on any device, so staff working away from the office will have less need to print documents to take with them.

Alongside this, we have started a review of the devices that we use, so devices are more portable and can be used in meetings instead of printing off paper agendas.

We are reviewing all internal processes that require signature and will look for alternative ways of doing this, rather than printing and signing paper copies, and look to use e-forms wherever we can.

We are also exploring ways to communicate electronically with residents rather than sending letters, with council tax e-billing being an excellent example of that.

#### **4.31 5.4 Ensure that committee papers focus on the information necessary to meet the requirements for decision making.**

The Executive Committee accepts recommendation 5.4.

We will continue to regularly review the content of committee reports and the information provided to committee meetings. However, there is limited scope for this to deliver a significant reduction in paper use from current levels. The content and length of committee papers varies depending upon the nature of the committee the paper is being submitted to and the purpose of the paper, but the Council is required to make all formal decisions in a transparent way and in compliance with requirements in legislation. In order to ensure that decisions are not open to legal challenge, the decision papers must comply with the Local Government (Access to Information) Act 1985 and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and elements of common law, such as the 'Wednesbury Principle', which, in essence, states that in reaching a decision the local authority must take account of relevant information and must not take into account matters which it ought not to have done.

To ensure that the Council meets all these requirements, templates, maintained and provided by Democratic Services, which have been approved by the Monitoring Officer and the Chief Executive, must be used for all formal decisions and the templates are already designed to both ensure that relevant information is included and to help ensure that irrelevant information is not included by restricting the contents of reports to the template structure.

Procurements above a certain value must be approved by the Corporate Procurement Board prior to submission to the appropriate decision-making body. These papers contain additional information necessary for Corporate Procurement Board to fully consider the recommendations and are longer than standard decision papers.

Papers to regulatory committees such as Planning and Licensing can be particularly detailed, but their contents are governed by the requirements in the relevant legislation. To minimise the risk of a decision being overturned on appeal, or a Judicial Review being successful, it is

essential that all decision related committee papers fully explain what decision being made, why a decision is being sought now, the options considered, the recommendation from officers and the reasons why this recommendation has been made.

Papers to Scrutiny Committees vary in length depending on their purpose and the requirements of the Committee Chair.

Where possible, large appendices are published on the website and circulated electronically, but only printed upon request.

The Council will continue to review the report templates regularly to ensure that they remain fit for purpose and will continue to encourage Councillors to fully utilise the IT systems available to support working without printed papers.

**4.32 5.5 Reduce, and eventually eliminate, the use of disposable plastic cups, straws, plates and cutlery at council meetings and facilities.**

The Executive Committee accepts recommendation 5.5.

The use of single use plastic will be reviewed across the Council with a presumption against its use unless necessary. This review will be completed by September 2019.

**4.33 5.6 Reduce the use of single-use plastics in Islington and encourage government and producers to do the same.**

The Executive Committee accepts recommendation 5.6.

A range of actions are being developed, including encouraging use of refillable drinking water bottles by promoting the Refill app and installing new public drinking water fountains. The Council is working with the Mayor of London and other partners to bring new drinking water fountains to Islington and has organised community action days in partnership with City to Sea (who run the Refill App) to increase the number of cafes and bars registered with the App.

We will actively encourage the government to bring in new measures aimed at reducing the use of single use plastic, and will also encourage businesses in Islington to take the lead on this important issue.

The Council also ensures secure recycling or disposal of plastics through its comprehensive recycling services and waste disposal routes via the NLWA.

**4.34 5.7 Maximise the amount and quality of recyclable material collected from Islington's parks and open spaces.**

The Executive Committee accepts recommendation 5.7.

Currently, all uncontaminated green waste produced in our parks and open spaces is recycled. However, only a small percentage of general waste is recycled. To improve recycling rates and to also look at improving the efficiency of parks cleansing operations, a full review of how we manage the containment and collection of all waste from parks is due to be carried out by the Parks Service in 2018-19. One of the outcomes of the review will be

to make recommendations on how we can recycle more in parks and what infrastructure (bins, collection services etc.) is required to achieve this outcome.

**4.35 5.8 Maximise the number of street-litter “Recycling on the Go” points and separate recyclable litter at the point of collections and sweeping.**

The Executive Committee accepts recommendation 5.8.

New dual litter/recycling bins have been introduced along Upper Street in Islington and will be introduced along other main roads by April 2019.

This will significantly increase opportunities for residents and visitors to Islington to recycle their bottles, cans and newspapers ‘on the go’ and will raise the profile of recycling in Islington, helping to normalise recycling behaviour.

**4.36 5.9 Optimise the timing of collections of street litter recycling bins to reduce contamination at busy periods.**

The Executive Committee accepts recommendation 5.9.

In June 2018, street cleansing arrangements were reviewed to ensure a minimum five day per week cleansing service for all streets in Islington. A dedicated sweeper is now allocated to their own local area. This enables litter clearance and bin emptying timings to be reviewed to consider how peak periods can be better managed. The review is underway and will be completed by April 2019.

**4.37 Recommendation 6**

**Ensure that Council policies support waste reduction, re-use and recycling**

**6.1 Review council policies and supporting documents, particularly those that relate to planning, new developments and procurement, to ensure that recycling and waste-minimisation requirements are as stringent as possible. Utilise the advice in London Waste and Recycling Boards 2014 report – Waste management planning advice for flatted properties.**

**6.2 Design all new builds with space and facilities, in individual properties and communally, to enable and encourage recycling**

**6.3 Ensure enforcement options are available if planning conditions on recycling facilities are contravened.**

**6.4 Ensure updated information and advice is readily available for architects, developers and planning officers at all stages of the process.**

**6.5 Emphasise that waste, re-use and recycling is a priority**

The Executive Committee accepts recommendation 6 (6.1 to 6.5).

In relation to recommendation 6.1, the Council’s Local Plan requires that developers consult with the Council on provision of rubbish and recycling facilities when submitting proposals for new developments. Advice is available to developers setting out the Council’s requirements in relation to recycling and rubbish facilities. Planning conditions require that adequate facilities are provided.

The Council will revisit our procurement policies to review how they can be improved to maximise the potential for recycling.

In relation to recommendation 6.2, Planning, and the Housing New Builds Team are working closely on an ongoing basis to review proposals for new developments, and to ensure residents moving into these developments have all the facilities and information they need to recycle.

In relation to recommendation 6.3, the Planning Team will review enforcement options and procedures in the event that planning conditions on recycling facilities are contravened.

In relation to recommendation 6.4, planning policies and guidance for developers are all being reviewed to provide for a more robust framework to ensure new properties actively encourage recycling, not just enable it. Specifically, this includes new requirements within the Local Plan and revised guidelines relating to recycling and rubbish facilities for architects and developers. The revisions consider recommendations and advice from the London Waste and Recycling Board's 2014 report.

Reviews will be completed by September 2019.

#### **4.38 Recommendation 7**

##### **Work with children and young people**

**7.1 Introduce sessions with children and young people in schools, youth clubs and adventure playgrounds to achieve a better understanding of their attitude to minimising waste, reuse and recycling, and to improve their engagement.**

**7.2 Work with schools, children's centres, youth clubs and adventure playgrounds to establish waste management systems which prioritise recycling and reuse.**

**7.3 Engage with children in recycling by, for example, running competitions or offering schemes, such as ECO schools.**

The Executive Committee accepts recommendation 7.1 to 7.3.

In relation to recommendation 7.2, during the 2018 Autumn school term the Recycling Team will work with schools to review their recycling facilities to ensure that they all have effective recycling schemes. The Team will also engage with children's centres, youth clubs and adventure playgrounds to review their recycling provision by April 2020.

In relation to recommendations 7.1 and 7.3, the Council maintained a resource for delivering recycling based curriculum linked lessons to school children, both within schools and at Islington's own 'i-recycle centre', until 2008. This service was stopped as a result of reductions in central government funding. Although this particular resource no longer exists, there are a range of activities taking place in schools and other settings with children and young people to address these recommendations that will continue to be developed and monitored through contract management and the Healthy Schools service. These include the following:

- Islington schools and early years settings are involved in the Healthy Schools and Healthy Early Years programmes, which have clear criteria relating to recycling

whereby schools have to describe learning activities relating to environmental issues, including recycling. Early years settings need to ensure there are age appropriate opportunities for children to learn about how to look after the environment. There also need to be activities and information available for parents and carers to support sustainability, including active travel, recycling or energy saving in order for settings to achieve the silver award.

- There are specific school led activities carried out by school staff which engage children with recycling.
- Commissioned adventure playgrounds and youth providers all have recycling bins within their settings and actively encourage children and young people to use these. Planning and programming throughout the year in adventure play and youth provision has an eco-friendly focus including:
  1. Food growing on adventure playgrounds, with composting included in gardening activities
  2. Re-using materials for a range of projects, with many materials donated by the local community or acquired through membership with organisations such as the Children's Scrap Project, (<http://childrensscrap.co.uk/>)
  3. Working with Greenspace to upcycle old play equipment and use wood chippings from felled/pruned trees
  4. Food waste reduction schemes (for example Fare Share) through local stores like Tesco, Waitrose and Budgens, so that fruit, vegetables and baked goods can be used for cooking sessions or redistributed to local families
  5. Adventure playgrounds and 'The Wilderness Project' at the Rose Bowl utilising a 'Forest School' approach: inclusive, hands-on learning in a woodland or natural environment, including opportunities to actively engage in the outdoors
- The catering supplier for the majority of Islington schools is required to have initiatives in place to reduce food wastage not only for kitchen staff but pupils as well. For example, they run sessions to educate children on the importance of eating your school lunch, trying new foods and not wasting food, as well having schemes such as Food Ambassadors and the Clean Plate awards.

#### **4.39 Recommendation 8**

##### **Work with Residents**

##### **8.1 Introduce a programme of volunteer recycling champions to help with communication and engagement**

The Executive Committee accepts recommendation 8.1.

A Recycling Champions scheme will be launched in Spring 2019.

Detailed proposals are being reviewed, but the scheme would offer residents the opportunity to support recycling and reuse in Islington through helping at local community events, engaging with neighbours and residents or in other ways to suit the circumstances of the volunteer. The scheme would aim to create greater 'buy in', support of and confidence in the recycling service among residents.

**4.40 8.2 Involve residents in significant decisions about siting or re-siting bins, or changes in the type and number of bins on their estates**

The Executive Committee accepts recommendation 8.2.

When recycling sites are added, removed or relocated, all relevant parties are generally consulted with as normal practice. For example, when new communal recycling sites were installed on estates across Islington as an alternative to ineffective door to door collections, a full consultation process was implemented, involving caretakers, housing staff, resident associations, residents and councillors, to ensure the locations chosen were in the right place for residents.

There may be situations where a recycling site needs to be removed or relocated for important reasons, in which case full consultation may not be appropriate.

We will ensure that these procedures are followed and will review and update these procedures where necessary.

**4.41 8.3 Update procedures so that residents are clear on how, and to whom, they report recycling issues on their estates. Procedures should include feedback on the issues.**

The Executive Committee accepts recommendation 8.3.

We will review guidance on our website, and partners' websites (Housing, RSLs etc) to give clearer advice on how to report problems relating to recycling. Feedback is already provided where practical. This will be completed by September 2019.

**4.42 Recommendation 9**

**Promote pedestrians' and cyclists' access to recycling and re-use facilities at the Household Reuse and Recycling centre, at the site itself and in Council communications, including the website**

The Executive Committee accepts recommendation 9.

Signage at the site entrance and information on the Council's website will be reviewed and improved by April 2019.

**4.43 Recommendation 10**

**Re-use on estates**

**10.1 Provide facilities on estates for residents to leave reusable furniture for other residents or for collection by reuse organisations, such as Bright Sparks.**

**10.2 Work with third-party organisations to operate more re-use and recycling projects, similar to the Andover LOOP project.**

The Executive Committee accepts recommendation 10 (10.1 to 10.2).

The LOOP reuse project was an externally funded project to set up a bulky waste reuse project on the Andover Estate. Similar projects were operated on four other estates in other Boroughs. The project successfully delivered reusable items for reuse by residents and Bright Sparks and involved active participation of onsite caretakers and two local resident volunteers. Although the project has stopped for now, due to the funding coming to an end, it provides the basis for reuse projects there and on other estates.

The Community Engagement Team will lead on reviewing the outcomes of the LOOP project, to see whether reuse projects can be sustainably run on estates without significant additional resource. They will also develop proposals for one-off community 'spring clean' events, giving residents an opportunity to clear out and reuse unwanted items.

The team will aim to deliver the first of these events during the spring/summer of 2019.

#### **4.44 Recommendation 11**

##### **Review the work carried out by the Waste Minimisation and Recycling Team**

**11.1 Ensure that available resources respond to the priorities as effectively as possible.**

**11.2 Investigate as to whether there are additional resources to support the work of the team that can be funded within current limits or through third parties.**

**11.3 Consider whether there are tasks that can be undertaken more effectively by other teams.**

The Executive Committee accepts recommendation 11 (recommendation 11.1 to 11.3).

The work of the team is under constant review by the Head of Street Environment Services to see how best to utilise the 3.8 'Full time equivalent' (FTE) posts in the team itself, within the other resources within Street Environment Services, as well as elsewhere in the Council. External funding sources are used where possible (such as grant funding opportunities) and some tasks have been reallocated to other teams to enable the team to focus on the Council's corporate priorities relating to recycling and waste minimisation.

## **5. Implications**

### **5.1 Financial implications:**

There are no significant financial implications arising from this report. Any expenditure necessary to support the recommendations will be contained within the current budget.

### **5.2 Legal Implications:**

There are no specific legal implications arising from the recommendation in this report. As necessary legal advice and assistance will be provided on the implementation of the individual recommendations.

### **5.3 Resident Impact Assessment:**

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

A Resident Impact Assessment has not been undertaken because, with the exception of one recommendation (the scrutiny committee's recommendation 4.12), the proposals in this report do not have direct impacts on residents, other than to increase their understanding of recycling and waste management and to increase and improve the opportunities to access recycling services. Recommendation 4.12 "*Include a requirement to recycle in all Islington Council's tenancy agreements and include information on waste and recycling in tenants' induction packs. Provide new tenants with bags and encourage social landlords and other landlords to do the same*" has been accepted by the Executive Committee, however, it will require the Council to carry out the variation of tenancy procedure under s103 of the Housing Act 1985. The Housing and Adult Social Services Department will undertake this once there are further significant changes required to the tenancy agreement to ensure any consultation process represents value for money. A Resident Impact Assessment will be undertaken at this stage to assess the impacts of all the proposed changes to the tenancy agreement. The Housing and Adult Social Services Department aim to complete this work by April 2021.

### **5.4 Environmental Impact Assessment:**

Improved recycling rates alongside waste minimisation will continue to have positive environmental impacts for all residents.

## **6. Conclusion and reasons for recommendations**

- 6.1** This report details the Executive Member's response to the recommendations of the Environment and Regeneration Scrutiny Committee on Household Recycling in Islington.

**Appendices – none**

**Final report clearance:**

**Signed by:**



Councillor Claudia Webbe  
Executive Member for Environment and Transport

16 November 2018

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

<b>Meeting of:</b>	<b>Date</b>	<b>Ward(s)</b>
Executive	29 November 2018	All

<b>Delete as appropriate</b>		Non-exempt
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**SUBJECT: Shared Digital Update**

<b>1.</b>	<b>Synopsis</b>
1.1	<p>This report provides an update to Executive on Islington’s shared digital service with Camden and Haringey.</p> <p>It has become clear that the three councils have different local priorities and approaches with regard to ICT and digital services. As such, new arrangements are needed to ensure that each council has the most suitable set-up in place for its own local circumstances and projects.</p> <p>This report therefore sets out the process to discontinue the Shared Digital arrangement with effect from 31 December 2018, ensuring a rapid process to secure stability for our ICT and Digital services in Islington.</p>
<b>2.</b>	<b>Recommendations</b>
2.1	To note the achievements of the shared service, including some operational improvements and the ongoing delivery of £2.4m of savings.

<p>2.2</p> <p>2.3</p> <p>2.4</p>	<p>To agree that the Executive resolutions made on 19 July 2018 are not progressed but that instead a local Islington Council digital and ICT service will become operational ahead of the ending of the shared service, anticipated by 1 January 2019.</p> <p>To delegate authority to the Corporate Director of Resources to put the above into effect and agree any final details of the transition, including finalising any further transitional and operational arrangements and dates for incremental transition of the individual elements of the service.</p> <p>Delegate authority to the Director of Financial and Asset Management (Statutory Section 151 Officer) to agree the final financial position between Shared Digital (Islington, Haringey &amp; Camden) and Islington.</p>
<p><b>3.</b></p>	<p><b>Background</b></p>
<p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p>	<p>This report is submitted for consideration by the Executive because it has become clear that the three councils have different priorities and approaches with regard to ICT and digital services. This means that the proposed ICT and Digital Shared Service ("Shared Digital"), agreed by the Executive on 19 July 2018, can no longer be implemented and it is necessary to revert to local operations to maintain integrity of service.</p> <p>Shared Digital was created by the London Boroughs of Camden, Haringey and Islington and formally came into existence in October 2016. The agreed principles of that service were that it should be a 'high trust' model, operating with fully integrated staffing, and with an open-book, transparent approach, encompassing all areas of ICT and digital services, in which all three boroughs would be engaged. As a result of that model, there was also expected to be equality of investment and risk and therefore equal shares of benefit, saving and underspend. Governance was via a Joint Committee structure with two executive Members from each council acting as members of that committee.</p> <p>In July 2018, it was agreed to amend the basis of the proposed Shared Digital service from that fully integrated approach to a "lite" model that focussed on shared infrastructure whilst maintaining the core principles of: 1) shared investment / shared savings and 2) a high trust approach to sharing across boroughs. Executive agreed a delegation of authority to the Corporate Director of Resources, in consultation with the Director of Law and Governance, to take all necessary steps to put arrangements for the new governance model into effect, including but not limited to finalising the detailed specifications and resource implications of the Shared Functions, the terms of a revised inter-authority agreement for the operation of the three-way Shared Digital service and a commencement date for the new model including the date for the TUPE transfer.</p> <p>It has become clear that our interpretation of these principles is no longer shared and therefore it is no longer possible or practical to implement a full shared service or indeed a 'lite' version of it as envisaged.</p> <p>Nonetheless, since we established the shared service in October 2016, a great deal has been achieved by working together. Shared technology and joint procurement projects are on track to deliver annual savings of £2.4m for the councils. Shared Digital has also delivered some operational improvements, including collaboration tools and facilities to</p>

	support flexible working and to enable secure working on the move.
	<b>Proposal and Reasons</b>
3.6	The Inter Authority Agreement between the three councils stipulates a notice period to end the shared service arrangement of 18 months. This can be varied by agreement. Following review and analysis, it has been determined that the arrangement can, and should, be ended by the end of the 2018 calendar year. It is proposed that the shared service should be ended by 31 December 2018 and for local services to return to full operation by or on 1 January 2019; this reduces the notice period by mutual agreement and waives the 18-month decoupling period required in the Inter Authority Agreement
3.7	This means that we will no longer share services but will retain a complete local digital and ICT function, while potentially cooperating on some procurement activities and contracts, as we already do on a range of services as a matter of course.
3.8	Resources and services will be transferred back to local teams over the coming weeks. We anticipate that most elements of the service will be transitioned during November, with the shared arrangement formally ending by 1 January 2019.
3.9	This will require a pragmatic transition from the shared service. The transition will be undertaken at pace and will be incremental to facilitate a managed change for Islington and its staff.
3.10	Officers and staff operating within Shared Digital remained employed by their original boroughs and are 'shared' under the terms of instructions issued pursuant to section 113 Local Government Act 1972. It is intended that we will rescind those instructions in tranches until 31 December 2018. The intention is to release officers and councils from their section 113 obligations at the earliest practical opportunity for each officer, such that the impact on any business-as-usual IT service will be limited or non-existent. It is not anticipated that any TUPE will be necessary or apply.
3.11	Camden has acted as the hiring / engaging body for all agency workers/ contractors / consultants for the last 18 months. Where such people are engaged solely in the operations of a single borough, early transfer of those contractors will be effected, with Camden ceasing to be the 'employing' or 'managing' borough on transfer. TUPE will not apply, as the above individuals are not employees.
3.12	The Senior Leadership Team for Shared Digital (SDSLT) were appointed on the basis of the shared service being operational and an ongoing service. Camden is the employing borough for all of those included in this group and consultation has already been held between those officers and management in Camden to consider the impact this change will have on them. It is anticipated that some of these roles will end by 31 December and others will be reviewed to identify if there is a requirement for them to continue to support transitional arrangements. Employees impacted by these changes will continue to be supported through the organisational change process.
3.13	The Inter Authority Agreement between the boroughs confirms that any reasonable redundancy costs incurred as a result of this change will be met on an equal-shares basis by the three boroughs. Whilst redundancy is not a necessary impact of this

<p>3.14</p> <p>3.15</p> <p>3.16</p>	<p>change, it is expected that should any occur it will not extend beyond those existing shared posts.</p> <p>Camden, as the host authority for the shared service, has acted as the purchasing body for ICT and digital contracts for the three boroughs over the last 18 months. Work will be undertaken to ensure that, where appropriate, contracts are transferred or novated to the respective boroughs. This will require some level of pragmatism. For instance, where a contract is due to end shortly after the implementation date of this change, it may be sensible to allow it to continue running. All renewals of existing, non-shared contracts will be reverted to the appropriate borough with immediate effect.</p> <p>A small number of contracts which remain shared and are delivering the savings set out for all three boroughs will continue to be administered by Camden for their duration. Costs of this continued administration will be calculated and, where practical, shared. Any change to the current arrangements for these shared contracts will have an adverse effect on the savings that are achievable.</p> <p>The three Directors of Finance have been tasked with ensuring a prompt closure of the positions in respect of the 2017/18 and 2018/19 finances. The same group has been asked to consider any consequential and contingent costs that may be incurred by Camden in the management and administration of the residual shared contracts and to recommend a means of defraying those costs across the three boroughs</p>
<p>3.17</p>	<p><b>Options Appraisal</b></p> <p>In light of the decisions made by the partner boroughs, to the effect that Shared Digital should be closed, and that our interpretation of the principles which underpinned the service is no longer shared by all three councils, it is not practical to pursue another option at this stage.</p>
<p>3.18</p> <p>3.19</p>	<p><b>Key impacts and risks and how will they be addressed</b></p> <p>There remains a number of operational risks in moving away from the shared service. Robust governance arrangements will be put in place to oversee the transition. In Islington, we continue to explore how to develop an approach that means that we can continue to have an effective, innovative ICT and digital service that remains at the leading edge of local government digital thinking.</p> <p>There are two principal risks that are particularly noteworthy:</p> <ul style="list-style-type: none"> <li>• <i>Impact on staff</i> is the highest factor for consideration and is being managed by careful communication and engagement by the current Shared Digital leadership with the workforce and Trades Unions. At all stages, we are aiming to communicate with local teams at the earliest opportunity. For most staff across the service, the impact will, in fact, be negligible, as staff have been operating cross-borough under s113 and so have remained employed by their original borough. There are also limited arrangements whereby we have integrated teams. As such, we will look to terminate all s113 arrangements by 31 December 2018. There has been regular engagement with relevant</li> </ul>

	<p>staff and trades union representatives.</p> <ul style="list-style-type: none"> <li>• <i>Impact of delay:</i> all planning for transition from a shared service to local ICT and Digital teams is based on a conclusion at the end of the 2018 calendar year. Should this timeline slip, the resultant impact would be to increase uncertainty and artificially extend management arrangements which, in effect, will already be unrealistic (i.e. boroughs are already planning projects and work on the basis that there will be no shared service).</li> </ul>
3.20	<p><b>Timetable for Implementation</b></p> <p>The following workstreams will be created under the management of a Transition Board – consisting of the Executive Director responsible for Corporate Services for each of the three councils. In the case of Islington, this is the Corporate Director of Resources.</p> <ol style="list-style-type: none"> <li>1) <b>People:</b> This strand will work through all matters related to people, roles and current agreements/statutory elements. As part of this, we will seek to work with staff to ensure that they are fully aware of the process and what this means for future local approaches.</li> <li>2) <b>Finance:</b> This will finalise all outstanding financial matters; to agree budget management positions until 31 December and to agree the manner in which costs for administration of shared contracts will be implemented.</li> <li>3) <b>Contracts:</b> We will need to disaggregate and determine return dates and methods for all non-shared contracts. As part of this, we will review all shared technologies and establish principles and controls for any contracts for shared technologies moving forward.</li> <li>4) <b>Existing Projects (including 'in flight' procurement):</b> We will evaluate existing shared projects to establish how these projects will be continued in the context of digital services being brought back under local control.</li> </ol> <p>All workstreams will be instructed to complete their work, or to have agreements in place for any ongoing 'shared' contracts, etc, by the end of December 2018.</p>
4.	<b>Implications</b>
4.1	<b>Financial implications:</b>
4.1.1	<p>From 2017/18, Shared Digital has been operating under a combined revenue budget, based on an agreed baseline funding requirement for the service. On the basis of shared investment, risk and reward, all revenue expenditure is shared equally between the three councils. The budget, and individual council contributions, were approved by the Shared Digital Joint Committee on 19 June 2017.</p>
4.1.2	<p>Under the terms of the Inter Authority Agreement, Haringey and Islington are required to contribute the agreed budgeted amounts to Camden with a settlement payment due</p>

	<p>at the end of each financial year to ensure that the full costs of the service are shared between the three partner authorities. In a situation where bespoke work or costs have been incurred on behalf of one council, those costs are fully funded by that respective council.</p>
4.1.3	<p>By discontinuing the shared service and moving back to a sovereign approach, the combined budget will revert back to the three individual councils. Work is currently being undertaken to unpick the current financial arrangements and to establish the process for managing the transition, including the calculation of any final settlement payment due to Camden.</p>
4.1.4	<p>One of the drivers in establishing the shared service was the expected delivery of savings. This was estimated at the outset to be £6m per annum across the three authorities once fully operational, with all savings to be split evenly. This would be delivered through an even reduction in contribution payments from each authority to the shared service. The change in approach from a fully integrated shared service to the SD Lite model sought to consolidate the savings initiatives already agreed. This amounted to £2.4m in total and, shared equally, equated to £0.8m savings for Islington. As part of the work to disaggregate the financial arrangements, we will need to establish whether this equal apportionment of saving can be delivered. The longevity of any such proposal will also need to be considered, in line with the contracts which Camden still expect to manage for the three authorities.</p>
<b>4.2</b>	<b>Legal Implications:</b>
4.2.1	<p>Under the terms of the inter authority agreement between Camden, Islington and Haringey any party may withdraw from the agreement by giving the other parties 18 months' written notice in advance or such notice period as otherwise agreed. It will therefore be necessary for all three parties to agree the final notification period in order for the shared service to end as anticipated on the 1 January 2019.</p>
4.2.2	<p>The Agreement places an obligation on all parties to co-operate in terminating or novating any contractual arrangements and to use best endeavours to secure an amicable financial settlement. Any relevant termination provisions including those pertaining to the employees of the shared digital service who are directly impacted by the termination of the agreement will need to be observed by the parties.</p>
4.2.3	<p>The Councils should adhere to all the relevant legal processes when dealing with the employees who may be affected by the above termination, including the provision of notice and consultation. This will reduce the risk of legal challenge for unfair/redundancy dismissal and breach of contract.</p>
<b>4.4</b>	<b>Resident Impact Assessment:</b>
4.4.1	<p>The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must</p>

	<p>have due regard to the need to tackle prejudice and promote understanding.</p> <p>At this point in time there are no material resident impacts.</p>
<b>5.</b>	<b>Reason for recommendations</b>
5.1	It has become apparent that the decision taken by Executive on 19 July 2018 can no longer be implemented due to the three councils having different local priorities, approaches and needs with regard to ICT and digital services. As such, new arrangements are needed to ensure that each council has the most suitable arrangements in place for its own local circumstances and projects.

**Appendices:** None.

**Background papers:** None.

Final report clearance:

<b>Signed by:</b>		20 November 2018
	Executive Member for Finance, Performance and Community Safety	Date

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