



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

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## **AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE**

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Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held at the Town Hall on **14 February 2019 at 7.30 pm.**

**N.B. THERE WILL BE A PRE-MEETING FOR MEMBERS AT 6.30P.M. PRIOR TO THE MEETING**

**Yinka Owa  
Director of Law and Governance**

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Despatched : 6 February 2019

### Membership

#### **Councillors:**

Councillor Una O'Halloran (Chair)	Councillor Sheila Chapman
Councillor Troy Gallagher (Vice-Chair)	Councillor Santiago Bell-Bradford
Councillor Theresa Debono	Councillor Anjna Khurana
Councillor Michael O'Sullivan	Councillor Clare Jeapes
Councillor Gary Heather	Councillor Nick Wayne
Councillor Rowena Champion	Councillor Marian Spall
Councillor Jilani Chowdhury	Councillor Kadeema Woodbyrne
Councillor Osh Gantly	

**Substitutes:**

Councillor Mouna Hamitouche MBE

Councillor Sara Hyde

Councillor Angela Picknell

Councillor Satnam Gill OBE

Councillor Alice Clarke-Perry

Councillor Martin Klute

Councillor Sue Lukes

Councillor Paul Smith

Councillor Matt Nathan

**Quorum is 4 Councillors**

**A. FORMAL MATTERS**

**Page**

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

**Declarations of interest**

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

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

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

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

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

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

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

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

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

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

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

This applies to all members present at the meeting.

4. To approve minutes of previous meeting
5. Matters Arising from the minutes

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6. PUBLIC QUESTIONS

For members of the public to ask questions relating to any subject on the meeting agenda under Procedure Rule 70.5. Alternatively, the Chair may opt to accept questions from the public during the discussion on each agenda item.

7. Chair's Report

<b>B.</b>	<b>ITEMS FOR CALL IN - IF ANY</b>	<b>Page</b>
<b>C.</b>	<b>SCRUTINY AND MONITORING REPORTS</b>	<b>Page</b>
8.	Presentation Executive Member Finance, Performance and Community Safety - to follow	
9.	Scrutiny Review -Universal Credit - witness evidence/Notes of visits	7 - 18
10.	Council Sickness Absence	19 - 70
11.	Use of Agency staff	71 - 90
<b>D.</b>	<b>DISCUSSION ITEMS - IF ANY</b>	<b>Page</b>
<b>E.</b>	<b>REPORT OF REVIEW CHAIRS</b>	<b>Page</b>
<b>F.</b>	<b>MONITORING RECOMMENDATIONS OF SCRUTINY COMMITTEES, TIMETABLE FOR TOPICS, WORK PROGRAMME AND FORWARD PLAN</b>	<b>Page</b>
<b>G.</b>	<b>URGENT NON EXEMPT MATTERS</b>	
	Any non-exempt items which the chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.	
<b>H.</b>	<b>EXCLUSION OF PUBLIC AND PRESS</b>	
	To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.	
<b>I.</b>	<b>CONFIDENTIAL ITEMS FOR CALL IN - IF ANY</b>	<b>Page</b>
<b>J.</b>	<b>EXEMPT ITEMS</b>	
	The Public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.	
<b>K.</b>	<b>OTHER BUSINESS</b>	<b>Page</b>

The next meeting of the Policy and Performance Scrutiny Committee will be on 4 April  
2019

**Please note all committee agendas, reports and minutes are available on the  
council's website: [www.democracy.islington.gov.uk](http://www.democracy.islington.gov.uk)**

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# Public Document Pack Agenda Item 4

London Borough of Islington

## Policy and Performance Scrutiny Committee - 24 January 2019

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 24 January 2019 at 7.30 pm.

**Present:**           **Councillors:**   O'Halloran (Chair), Gallagher (Vice-Chair),  
O'Sullivan, Heather, Champion, Gantly, Chapman,  
Bell-Bradford, Khurana, Jeapes and Wayne

**Also Present:**       **Councillor:**     Hull

### Councillor Una O'Halloran in the Chair

- 71       **APOLOGIES FOR ABSENCE (Item 1)**  
Councillors Spall, Debono, Chowdhury and Woodbyrne
- 72       **DECLARATION OF SUBSTITUTE MEMBERS (Item 2)**  
None
- 73       **DECLARATIONS OF INTEREST (Item 3)**  
None
- 74       **TO APPROVE MINUTES OF PREVIOUS MEETING (Item 4)**  
**RESOLVED:**  
That the minutes of the meeting of the Committee held on 13 December 2018 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them
- 75       **MATTERS ARISING FROM THE MINUTES (Item 5)**  
None
- 76       **PUBLIC QUESTIONS (Item 6)**  
The Chair outlined the procedures for Public questions, filming and recording of meetings and the fire evacuation procedures
- 77       **CHAIR'S REPORT (Item 7)**  
The Chair stated that the Committee had made two recent visits in relation to the Universal Credit scrutiny and notes of these meetings would be circulated at the next meeting for Members, and that these visits had been extremely informative for the Committee. The Chair thanked Ian Adams, Robbie Rainbird, and Annette Hobart for their excellent work on the scrutiny review to date
- The Chair stated that the Committee's legal representative would now be attending all future meetings of the Committee, and that if Members had any questions on particular issues they should contact her

The Chair added that the order of agenda would be as follows –

- Thames Water Flooding Scrutiny Report
- Budget 2018/19
- Financial Monitoring update
- Scrutiny Review – Universal Credit – witness evidence

The Chair also added that, as a result of the Government recent announcement on payment for applications for EU citizens, this aspect of the Budget would need to be amended

The Chair also stated that she would like to place on record her appreciation for the work of Councillor Gallagher and staff involved for their work with the foodbank over the Xmas period

**78**      **THAMES WATER - FLOODING UPDATE/RESPONSE TO SCRUTINY REVIEW**  
**(Item 8)**

Councillor Claudia Webbe, Executive Member Environment and Transport, together with Kevin O’Leary and Karen Agbabakia, Environment and Regeneration Department

Representatives of Thames Water were also present

A copy of a report on the work taking place in respect of the Thames Water funding for works to Camden Passage was laid round, and Kevin O’Leary made a presentation to the Committee (copy interleaved)

The Chair also welcomed former Councillor Richard Greening, who chaired the PPS Committee during the Flooding Scrutiny Review

The Chair stated that Angel BID had asked for it to be placed on record their thanks for the work taking place between Thames Water and the relevant E&R team on the Angel Community Fund project works

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

- The report was a response from the Executive Member in relation to progress on the recommendations of the scrutiny review in relation to the Upper Street flooding scrutiny and the work in progressing the recommendations in the report was presented to Members
- Thames Water stated that lessons had been learnt following the flood in Upper Street in how to respond more effectively to such incidents in future. The recent flood in Offord Road had been dealt with in a much better manner
- It had to be recognised that the existing Victorian pipework is ageing and is more prone to bursts, however there is now more monitoring of the networks
- Thames Water added that 7% of the network was being monitored at present, and Thames Water next submission to OFWAT proposed significant increased investment, together with a commitment not to raise customers bill. A response is awaited from OFWAT
- Thames Water has now created a rapid response team, which has a number of staff employed through the night, and staff had attended the Offord Road flood in 1hr. 20 mins, in the peak of the rush hour
- Thames Water used third party suppliers to provide water for customers affected by flooding, and more staff were being provided to assist customers on site

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- Thames Water had also purchased flood defence vehicles, which are designed to divert water into channels and away from danger, and further work would take place in future
- Councillor Jeapes made reference was made to recent work that had taken place at New River Walk and that there needed to be more communication from Thames Water and the Council's streetworks team. Councillor Jeapes stated that she would e mail details to Thames Water for them to investigate this
- In response to a question it was stated that Thames Water aimed to monitor 25% of the network by 2025, and that this would require a lot of investment, and that considerable investment had already been made since the Angel flood
- It was stated that no guarantees could be given that a major flood would not occur again, however innovation and monitoring is improving and Thames Water had put in place a faster response service when a flood occurs
- Lessons had been learnt from the Angel flood, and that better methods of pipework, valves and reduction in pressure were being used, however the power of water is so destructive where a burst occurs there can be significant damage done. Significant work on communications has been carried out by Thames Water to provide information to customers, where a burst occurs
- Thames Water expressed the view that significant improvements had been made to customer service in the past 5 years, and that lessons had been learnt, but there is still more to be done. London has a different network structure to the rest of the country that presents challenges
- In response to a question as to life of the replacement plastic pipework that has been put in place, it was stated that Thames Water would provide this information

### **RESOLVED:**

- (a) That the report be noted and that Thames Water be requested to attend a meeting of the Committee in February 2020 to update the Committee on progress and the results of the 5 year investment plan being considered by OFWAT
- (b) That Thames Water inform Members of the estimated replacement life of the plastic pipework that has been installed to replace the ageing cast iron Victorian pipework in the Borough

The Chair thanked Thames Water, Councillor Webbe and officers for attending

## **79 SCRUTINY REVIEW- UNIVERSAL CREDIT - WITNESS EVIDENCE - VERBAL (Item 9)**

Lesley Seary, Chief Executive L.B.Islington was present at the meeting and gave evidence to the Committee.

Robbie Rainbird, Head of Processing Corporate Resources was also present and made a presentation to the Committee (copy interleaved)

During discussion the following main points were made –

- The Government will not extend the 2 child limit on UC for children born before April 2017 when the policy came into effect, benefitting around 15000 families. This was due to take effect from 1 February 2019
- From July 2019 a pilot to support 10000 people from legacy benefits on UC in a test and learn approach
- Pilot schemes to provide more frequent payments for new claimants, a new online system for private landlords and a more flexible approach for childcare provision
- A recent high court case has found the DWP has been wrongly interpreting the UC regulations

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- There are changes to those in receipt of an existing benefit that includes the Severe Disability Premium are prevented from naturally migrating to UC following a change in circumstances. These claimants will continue to receive the relevant legacy benefit(s) appropriate to their change in circumstances and will only move to UC via managed migration, and will therefore, at that time be eligible for transitional protection; safeguarding their existing benefit entitlement
- Change from mixed age couples from 15 May 2019 – From May 2019 mixed age couples where one partner is above the State Pension age and will no longer be entitled to put in a new claim for Pension Credit
- Mixed age couples could potentially lose out on up to £7000 per year, because they will have to claim working age benefits
- The average age group for mixed-age couples is 2.6 years, meaning the cash loss incurred before the younger partner becomes old enough to claim pension credit, could be over £18000. Where the gap is greater the potential total lost will be more
- It was noted that changes from the Government on UC were received but these changes are often complex and staff had to be trained and updated on these
- Lesley Seary stated that she was the Chief Executive's voice of Local Government in relation to views on UC. She added that she had argued for a number of changes in UC
- Reference was made to the problems experienced by family carers in completing UC claim forms, and that this was often a difficult process for them emotionally and a hard copy of the form should be made available so that they could see what they had completed, if they were unable to complete the online form in the time allocated. Lesley Seary stated that she would take this issue up
- Lesley Seary stated that she represented Local Government on the Universal Credit Programming Board, and that this focused on suggesting changes to the system. Changes that had arisen as a result of this included lobbying for redundancy staff for HB staff made redundant as a result of the introduction of UC, budgeting advances, and temporary accommodation and UC. Submissions on UC had also been submitted to the Select Committee for Work and Pensions
- Discussion took place as to family carers and that the completion of on line forms was a difficult task emotionally, and it would be beneficial if a hard copy of the form was available so that this could be completed, giving more time for the online application to be completed within the timescale given
- Lesley Seary stated that it was frustrating that the DWP/Government did not seem to recognise the 'wrap around' care provided by Local Government to assist residents, particularly in relation to vulnerable residents. The cost of dealing with vulnerable clients on UC ultimately would fall on the 'public purse'
- Concern was expressed that the CAB, who had been awarded the contract to assist residents with support for UC, would not be funded or staffed adequately to do this effectively. Whilst the CAB were working in partnership with the Council,
- Reference was made to the fact that the online form had to be completed to say that a claimant is available for work, even though they had a disability that precluded this. In addition, it was stated that some claimants would view the Council as part of the state apparatus, and that they may be reluctant to discuss financial issues with them
- A Member stated that the Committee had been informed that claimants were only entitled to 12 food vouchers and that this was not enough for families.
- The view was expressed that Government did not appear to accept the co-relation between the increased use of Food Banks, and the introduction of UC

### **RESOLVED:**

That the Chief Executive be requested to follow up the issues raised above with the Universal Credit Programming Board and other appropriate bodies, including the

increased use of food banks since UC had been introduced, the number of food vouchers that can be issued to claimants, the fact that a hard copy of the online form should be made available, and also the fact that claimants needed to state their availability for work when completing their on line claim (even though they may have a disability that precludes this).

The Chair thanked Lesley Seary and Robbie Rainbird for attending

**80**

**BUDGET 2019/20 (Item 10)**

Councillor Hull, the Executive Member (Finance, Performance and Community Safety) was present for discussion of this item and was accompanied by Steve Key, Service Director Finance.

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

- Noted that Central Government has reduced its core funding to the Council by 70% since 2010
- The combination of Government funding cuts and rising demand for services means that the Council has to close a revenue gap of £50M over the next 3 years, and that the Council has already had to make savings of £225m since 2010
- Members noted that the Council has undertaken an extensive organisation wide exercise to re-examine every budget line, and to prioritise spend
- The Committee were pleased to note that the Council had managed to set a 3 year budget, which gave certainty to residents on services that would continue to be provided and to staff
- Welcomed the investment in new Build Council housing and the provision for tackling homelessness
- Members welcomed the additional £13.5m allocated to purchase properties to provide temporary accommodation and the £0.5K targeted support for youth provision
- Noted that the Council Tax increase would be 2.99%, which would leave LBI Council Tax still below the London average
- Noted that the Government has now agreed to fund applications for EU settled status, and that this would require a budget amendment, as the Council had already set aside provision for this payment
- Reference was made to the fact that provision needed to be made for possible Partner property repairs, when these transfer back to the Council
- Precise details were not at present known as a result of the Government's Fair Funding review
- With regard to possible staff losses (likely to be around 180 posts over a 3 year budgeting period), these could be achieved largely through the deletion of vacant posts and voluntary redundancies. Discussion was taking place with Trade Unions on the proposals. These were a mixture of more senior and lower paid grades, and spread across Departments
- Noted that the Council are not offering enhanced voluntary redundancy arrangements
- Discussion took place as the Business Rate Retention scheme, and that this was administered by the Corporation of London, and the Council had a representative on the decision making bodies
- That the above comments of the Committee be forwarded to the Executive for consideration

The Chair thanked Councillor Hull and Steve Key for attending

81 **FINANCIAL MONITORING (Item 11)**

Councillor Andy Hull, the Executive Member (Finance, Performance and Community Safety) was present for discussion of this item, and was accompanied by Steve Key, Service Director Finance.

During discussion the following main points were raised –

- Noted the forecast revenue outturn for the General Fund of £0.7m underspend, before taking into account the ongoing Corporate contingency budget
- Noted the latest capital position with forecast capital expenditure of £111.1 m in 2019/19, and the agreed slippage of capital resources between 2018/19 and future financial years and the allocation of £1.5m of Section 106 and CIL funding collected from developments in Clerkenwell ward to transport and public realm improvements in Clerkenwell Green
- Noted the breakdown of the forecast General Fund outturn by individual variance at Appendix 1 and by service area at Appendix 2 of the report
- To note the HRA forecast is a net break even position
- Concern was expressed at the underspend on the New Build programme and that there had been considerable slippage. The Executive Member stated that a Director of New Build has recently been appointed and this should assist, but there needed to be more attention to ensure that the capital programme budget remained on target, in the same manner as the General Fund
- Reference was made to the underspends in the Communications budget and that the budget has been adjusted for the next financial year to achieve savings in the 2019/20 budget

RESOLVED:

That the report be noted

The Chair thanked Councillor Hull and Steve Key for attending

The meeting ended at 10.00p.m.

**CHAIR**

## **SCRUTINY REVIEW – UNIVERSAL CREDIT – MEETING WITH ISLINGTON LEARNING DISABILITY UNIVERSAL CREDIT TASK AND FINISH GROUP**

Present: Councillors: Una O'Halloran, Rowena Champion, Sheila Chapman, Clare Jeapes, Representatives of Centre 404, Elfrida Society, Family carers, DWP and Adrian – Service User Representative and Disability Champion

During discussion the following points were made –

- A range of computer courses are available in the Borough and additional computers are available at 222 Upper Street and Job Centres
- Staff at the Job Centre can support people to make an application and staff can support claimants. These staff have had extra training in working with adults with additional needs –although not LD specific
- The DWP also offer support over the phone and home visits take place if required
- The DWP will signpost people to support organisations, although most of these organisations have not had UC training
- Training needs to take place for social care staff, and support organisations to be able to offer support to potential claimants. The DWP can accommodate up to 12 people at a time at Finsbury Park Job Centre to look at the UC application form, although this may be an unrealistic way of upskilling large numbers of people across the borough
- Concern was expressed that for a number of claimants, especially those with disabilities, there should be a paper copy of the form available so that it could be checked or claimants/carers could go back to it to complete at a later time if it became stressful. The DWP stated that they would look into this
- Claimants with support needs will need ongoing support to manage tasks associated with maintaining their payments, this is not within the capacity of existing (commissioned specialist LD support/advocacy) services. The CAB (based at 222 Upper Street) are available for managing the application once it is submitted
- Severe Disabilities – there is no enhanced disability premium nor a severe disability premium in Universal Credit, which is likely to make people with severe disabilities worse off. This cohort is exempt from natural migration and will only move under managed migration and this has been delayed for another year. The DWP stated that they would look at the form in relation to availability for work and check the situation
- It was queried if the form states that you must be available for work, even if you are not (i.e. you are unable to work as a result of your disability – the DWP stated that they would check this

- Budgeting – claimants will need to budget to pay their rent (replacing HB) and care contributions out of their UC payments, which is a significant challenge for people who struggle to understand budgeting and puts them at risk of getting into debt. Exempt accommodation is exempt from natural migration, although they will be migrated eventually – most supported housing is classified as exempt accommodation but not some of the schemes for lower support needs and not anybody with an LBI tenancy
- Reference was made to the fact that if family carers had experienced problems these should be notified and the DWP could investigate
- It was noted that it takes approximately 40 minutes/one hour for a claimant without LD to complete an online UC claim
- It was noted that there is at present no Saturday opening for DWP offices although this might take place in the future
- Concern was expressed that DWP staff could visit claimants in hospital and this added to the stress that claimants were under whilst in hospital. The DWP responded that the visiting team may occasionally visit claimants in hospital but this would be done in a supportive manner and it happened on only a very small number of cases
- Reference was made to those claimants with terminal illnesses and that there were special arrangements for those with terminal illnesses and there is a fast track system around the work capability assessment and PIP ‘assessment – it was helpful if someone who knows the claimant’s circumstances could attend with them for interview and assessment
- Reference was made to the fact that the DWP did not keep records of the number of failed claims and the DWP stated they would investigate this with the Belfast office, to try to ascertain this information
- It was noted that a change in circumstances this would trigger a review of the UC claim, until managed migration takes place
- Discussion took place as to whether job centre staff would be aware if a claimant had a disability when looking at adjustments to a claim or when there were e mail messages sent automatically and it would not be possible to change this for disabilities. It was however confirmed that sanctions are only used as a last resort. It was stated that first time claimants still had to complete a UC claim, even if they are in receipt of DLA and there is a need for this group of claimants to be offered support
- In response to a question as to how often a person is assessed for work eligibility, if they had a lifelong disability, the DWP stated that they would look into this. Initially once a claim is completed there may need to be a face to face meeting or a written medical report could be requested, and then it will be referred to the decision maker
- It was noted that some positive job outcomes for claimants with severe disabilities had been achieved
- With regard to Personal Independence Payments, it was noted that a lifelong award could be granted, but a light touch review may be required at some point
- It was also noted that the Single Homeless Project had identified that there had been problems setting up direct deductions via UC, assessing ID, as many clients do not have a form of ID, setting up on line accounts for people

who are not IT literate, and have no IT experience, and problems setting up face to face appointments

- CAB staff are present in Job Centres to assist claimants but it is unclear whether the CAB will be funded adequately by Government going forward
- It was stated that the Council were liaising with CAB on support that could be offered to claimants and that consideration would be given as to how specialist information could be provided
- Each work coaches to link in with other support networks. It was stated that it would be useful for support organisations to be provided with details of these workers
- The DWP also stated that they had school's advisers that work with schools to support transition from school to work
- It was noted that there is mandatory mental health training for work coaches

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## **SCRUTINY REVIEW UNIVERSAL CREDIT – MEETING WITH CLAIMANTS – 22 JANUARY 2019**

**Present: Councillors: Una O’Halloran, Rowena Champion, Troy Gallagher, Anjna Khurana, Clare Jeapes**

**Also Present: Representative of CAB, Mike – Southward Know Your Rights, Terry and Zainab – Islington Know Your Rights**

- Members visited the Customer Care Centre to see the facilities on offer to assist claimants in completing their online UC claims. Claimants can scan documents, print them off and get assistance with claims
- Members noted that the Customer Care Centre could issue food vouchers and assist residents under the Resident Support scheme
- From 1 April CAB staff will be located in Job Centres as the DWP will be contracting nationally with CAB to provide support to help people make a claim for UC. Local CAB will be given funding to provide support in their area. Currently; in discussions with Islington CAB and local SWP colleagues to agree how this support will work in LBI, including whether it might be better for residents to base support in 222 Upper Street or the job centres
- The CAB representative stated that as well as being an advisor for the CAB, he had also been a UC claimant. He stated that he was well educated, but he had experienced difficulties and had suffered anxiety and stress as a result of the process
- Whilst advising claimants in Islington he had experienced complex issues for some claimants going over to full service, and all new claimants now had to complete a UC claim
- Claimants also faced problems in providing proof of identity, and providing the appropriate documents, and they usually had to attend an interview at the Job Centre to produce these documents, as it is hard to do this on line
- Claimants were anxious that if they failed to update their UC journal or meet the conditions set out in the journal, there is the threat of sanctions. For instance where a claimant was required to attend an interview with a work coach, there was often very little notice given of meetings and the claimant might not be able to make the meeting at short notice. They risked sanctions if they failed to turn up. Text messages were sent, but there was no way to reply to say that you could not attend and make another appointment. There is also a 5 week waiting period for money from a claim, which led to problems of debt. They have to move from getting paid every 2 weeks to moving to monthly budgeting. It is also difficult for claimants to organise budgeting over a 4 week period, especially if on a low income. There is an option of a loan, however this makes budgeting more difficult in future as the loan has to be repaid from a claimants UC award over a specified period. It was noted that the elderly particularly had difficulties

with budgeting and if money was in their account it was tempting to spend it

- There is an increasing burden placed upon carers by the changing benefits scheme – both DLA to PIP, and UC. They may end up having to do multiple claims both for themselves, and the person they are caring for, with no guarantee of approval, which is very stressful and bound to impact on health and wellbeing of people
- Rent arrears, as a result of UC, were increasing all the time, and although there is an option to pay rent directly to a trusted provider. Where there are rent arrears in the private sector tenants can request an APA, as can private sector landlords, however landlords in the private sector are more likely to evict a tenant who has not paid their rent, due to delays in UC. Social landlords will be prepared to wait until tenant start receiving their UC payments
- If the UC award is sent directly to the claimant there is a temptation for them to spend it on food and clothing for their children, leading to possible rent arrears. There is also financial abuse within relationships, if the payment is made to someone in the household who gambles etc. or there is domestic violence. This presents difficulties in some cases with a partner. However, evidence will need to be provided to the Job Centre from a relevant agency to support the redirection of payment
- It was noted that Barnsbury Job Centre had a notice informing claimants about rent payments. Although a single payment can be made to a household both parties have to agree. DWP is moving to a policy of paying a primary carer but this also has problems as both parties have to agree
- Advance payments have to be repaid and if a claimant had a lot of other reductions and also need to pay back the advance and arrears, then there is less money available
- DWP will not pick up all vulnerable claimants as they are less likely to confide in authority and might be more willing to talk to CAB. Claimants may also not want to talk to the Council, and may be more willing to talk to CAB for debt advice
- It was noted that a UC claim is not straightforward to complete and required yes and no answers, but often it is not as straightforward as this and claimants need to explain circumstances, but have nowhere to do so. Also need to say on form available to work full time but they may not be able to. Some claimants may not be able to ever work full time so discretionary support through the Resident Support scheme will not resolve this longer term issue
- In respect of staff, the CAB had 1 worker based at each of the 2 Job Centres in the borough, however this had now reduced to only 1 for the borough. The CAB were currently receiving funding via the Council, who currently had the contract for providing UC. The CAB initially had a worker based at 222 Upper Street to provide digital support with UC claims, plus a member of staff in each Job Centre Monday to Friday, to provide personal budgeting support. More recently the staff in Job Centres, have had to spend 2 days per week at the CAB to download documents and update the case management system due to technical difficulties with scanning documents in the Job Centres. This has been

raised with DWP and will need to be resolved if the CAB do opt to provide support from April in the Job Centres

- It was noted that whilst the DWP felt that claimants were very satisfied with the service they provided, claimants may fear that if they spoke badly about DWP staff their claim would be jeopardised. It was noted that a claimant's survey was taking place, and the results could be circulated to Members. However, the closing date for completed forms has only just happened so it may be a few weeks before this is available
- Reference was made to the fact that claimants often went to the JCP and were then referred elsewhere, but still do not get help. Claimants often experienced shame in claiming benefits, and this and having to claim often led to anxiety and stress
- A claimant stated that she had experienced problems claiming UC, and that arrears had been deducted from her first payment, which she did not feel was through any fault of her own. She had received a number of letters on arrears, which she had found distressing. She is a carer for her disabled child. Members stated that if claimants were experiencing difficulties with housing payments etc. they should contact their local Ward Councillor
- Council tenants who were in arrears as a result of transferring to UC and the delay in payment are given additional support by the Housing Income Team, to arrange for their rent to be paid and agree a plan for repaying any arrears. Housing will not start chasing recovery of arrears until the tenant has received their first UC payment. However, tenants who are receiving their UC payment and fail to pay their rent or agree a payment plan with the Council will be subject to the recovery process as other tenants. The view was expressed that the Council should do more to publicise this
- It was stated that information could be made available in housing offices, on electronic noticeboards on estates, Councillor ward surgeries and HUBS about UC, with a view to providing information on assistance that could be given to support claimants, as well as advertising self-help groups. Annette Hobart stated that she would look into this,
- Concern was expressed that residents found it extremely difficult to contact the CAB. The CAB stated that they recognised this problem, however the CAB did not receive adequate funding to support residents adequately and that all advice and support organisations were having difficulties coping with the pressures, particularly with UC
- It was noted that it is the intention, apart from a few limited exceptions, to nationally force claimants to complete an online application for UC. The local Job Centres were trying to be more flexible, however nationally sanctions rates for claimants were rising again
- There are also problems in a claimant being able to speak to someone when completing their online claim, if the claim is complicated, and the wrong information on the claim form will affect the award that a claimant receives. There are also problems with verifying ID online and documents do not always scan properly

- Staff in the Job Centre also sometimes issued the wrong advice, and appeals against awards often took time to resolve, which is particularly difficult for claimants and needs to be looked at
- Concern was also expressed at the position with regard to rent arrears in Housing Co-ops and Housing Associations, and there should be a common policy amongst social housing providers on dealing with rent arrears, caused as a result of transferring onto UC. Councillor O'Halloran undertook to raise this with the Executive Member Housing to take up in his discussions with social housing providers. It was also noted that there is no landlord portal available between Partners and DWP for payment of rent and that this issue should also be taken up
- A claimant stated that she had been referred to a food bank, and that she had had to claim UC as her housing benefit had ceased. She had a disabled child and could not work, and had fallen into arrears, as a result of the Bedroom Tax, which she was having to pay off. This made living on the £317 a month she received extremely difficult, and she relied on the food bank. It was noted that only 12 vouchers per year, which is not enough for families in desperate need
- Reference was made to the fact that Discretionary hardship payments can be made to residents, and it was stated that clarity should be provided on this. The Resident support team has a network of partners who can make referrals including community organisations
- Discussion took place as to the fact that there was a large cohort of claimants who were unable to get a job, and the DWP model on UC did not really provide effectively for these claimants. There are also a huge number of carers in the borough who would be affected by UC
- UC is also a problem for residents on zero hours, or where their work situation changed, as it would be difficult to assess their regular income, making it virtually impossible for these claimants to budget effectively. It was felt that the CAB would be seeing more of these types of claimants in the future
- Discussion took place as to those claimants on ESA, and that if you appealed against the refusal of ESA, following a work capability assessment, this could lead to problems with any UC claim submitted. It was felt that more information could be given on this to claimants, and that the ESA/UC systems were not compatible
- Once people move to UC they cannot go back to legacy benefits. This is a particular issue for those on ESA who do their work capability assessment and are judged fit for work
- Most claimants were financially poor and only had access to antiquated IT systems to complete and manage their claim, which made it difficult for them and added to the stress. The provisions around job search required you to search for jobs online, but this is difficult if a claimant is not IT literate or had an old phone etc.
- There is also an automated system for sending letters to claimants, and such letters could be distressing, as the claimant could not discuss communications with a 'real person'
- Reference was made to the fact that the DWP did not operate on borough boundaries, but on postcodes, and that often claimants in the same borough were referred to a job centre in a different borough



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## **SCRUTINY REVIEW – UNIVERSAL CREDIT – MEETING WITH PILLION TRUST**

**Present : Councillors :** Una O'Halloran, Clare Jeapes, Representatives of Pillion Trust, Islington Libraries, Islington People's Rights, LB.Islington iMAX team

During discussion the following points were made –

- Members met users of the Food Bank
- It was noted that the Trust received food/ provisions from local stores/organisations. In the past it had been difficult to obtain fresh fruit and vegetables with a reasonable shelf life, however a supplier in Highgate now provided this, and therefore users could utilise more healthy food options
- The iMAX team and SHINE assisted users of the food bank with help and to assist in fuel poverty, as some claimants did not have the money for gas/ electric to cook meals
- The Trust saw between 19/24 families per day and the largest family consisted of 7 children
- The Trust has entered into an arrangement to collect food etc. by bicycle and also to deliver to the elderly or disabled, however the greengrocer who supplied the fruit/vegetables is in Highgate so that to use a bicycle for this could be problematic because of the steepness of Highgate Hill
- The Trust also ran a clothing bank for users and this has proved popular
- Food is provided from a number of sources, such as Sainsbury's, Tesco, local bakeries etc. The main problem with getting more provisions is the lack of availability of transport to collect
- The majority of the food bank users were the 'working poor', and families with 3 or more children could now be over £60 per week worse off under UC than before
- The Trust stated that it was gratifying that some users of the food bank, when they had 'got back on their feet', had donated food and other provisions to the Food Bank, in return for the assistance that they had been given to assist others
- It was noted that one of the biggest issues facing users of the food bank is that some of them had no money at all, especially single people living in rented accommodation, and with UC it is difficult to get to know about these people
- The view was expressed that some users of the food bank on UC, had been rehoused by the Council and Housing Associations, and then had realised that they did not have enough money as their rent payments had increased. There needed to be a more holistic approach taken to

dealing with these issues and more engagement with claimants before them being rehoused to inform them that their financial circumstances may change as a result

- Islington's Peoples Rights stated that they dealt with a number of vulnerable clients and were concerned that number of people just gave up on their claims and had problems providing medical evidence and with the habitual residency test. Doctors also sometimes charged patients for providing medical evidence
- All LBI Libraries provided computer access for claimants and had wi-fi and can scan documents, if required, for claimants
- Staff can assist claimants to go 'online' and a number of claimants had been assisted to date. Staff would refer more detailed information and for complex cases to 222 Upper Street for assistance
- It was stated that some people found it very shaming and humiliating to have to come to the food bank and for a number of families cooking was either difficult or something that they did not do. It was stated that cookery lessons/classes needed to be more widely available, especially for the difficult to reach groups
- The view was expressed that it would be useful if the Trust could provide examples of how the numbers of people attending the Food Bank has increased over the past 2/3 years and the Pillion Trust stated that they would provide these figures
- It was noted that work also took place with younger carers and Islington Families First on issues affecting the family
- Work also took place with the iMAX team in order to maximise all benefits available to claimants



Report of: the Director of Human Resources

<b>Meeting of: PPS Committee</b>	<b>Date: 14 February 2019</b>	<b>Ward(s):</b>

<b>Delete as appropriate</b>	Exempt	
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## **SUBJECT: SICKNESS ABSENCE MANAGEMENT**

### **1. Synopsis**

The aim of this report is to provide Members with information on sickness absences across the council for the period November 2015 to November 2018 and the measures in place to reduce such absences. Specific information and analysis is provided on the levels of sickness due to stress, anxiety, mental health and musculoskeletal conditions, the highest recorded reasons for absence, as well as trends within and across all Directorates.

### **2. Recommendations**

Members are asked to consider and comment on the contents of this report and the action plan in paragraph 8 below.

### **3. Executive summary.**

The average amount of days taken as sickness absence per year by employee in the Council is 8.6 days. In order to assess the extent of the problem it is necessary to identify how much of this is due to frequent or Long-Term absence (more than 20 days per employee). When the long-term cases are factored out, the figures reduce considerably to 3.2 for Council employees. As a result of this analysis, we are developing a robust plan to manage Long

Term Sickness Absence. We deem such a focussed approach more useful than considering council-wide averages per se, which can mask the specific problem driving the overall figures.

The directorates with the highest sickness levels are HASS and E&R, much of which is musculoskeletal.

The high referral rate is causing an overspend in the Council's Occupational Health service contract. It would appear that the approach taken by managers is to make an automatic referral to OH Physicians once the 8-day trigger is hit.

There is an increase across the council in the level of sickness absence due to mental health issues which is in line with the national trend.

Initiatives led by the Public Health directorate to increase awareness of mental and physical wellbeing are a positive development and this drive should continue with as much exposure as possible.

## **4. Background**

The Managing Absences Procedure (Appendix 1) sets out how the council manages sickness absence to ensure that levels are maintained at acceptable levels. The aim of the procedure is to ensure that: i) a fair, consistent and supportive approach is adopted when managing employees who have health problems; ii) there is an appropriate framework for dealing with both short-term and long-term sickness absence; and iii) those employees who have declared a disability are treated with regard to their disability status. The procedure has been the subject of formal consultation with the trades unions. The council is committed to the promotion of the health and wellbeing of all its employees. There are a number of policies and tools available on the intranet as well as broader support for staff, including good annual leave entitlements, special leave arrangements and access to staff benefits to improve personal health and wellbeing. The council has a contractual sick pay scheme, as well as statutory sick pay, to provide financial support to employees when absent due to sickness.

## **5. Roles and Responsibilities**

Line managers are responsible for managing, recording and monitoring all sickness and related absences through the MyHR (ResourceLink) system, managing and conducting return to work interviews, reasonable adjustments and related activities.

HR is responsible for the provision of guidance and support to managers where employees hit the short-term (8+ days in a rolling 12month period; 3 periods of absence in 3 months) and long-term (4 consecutive weeks; 20 days) absence triggers. HR manages the MyHR system through which absences are recorded.

An Occupational Health Provider (Medigold Health) supports the management of sickness absences. The contract commenced on 1 June 2018 and runs to 30 April 2020 as part of a framework agreement with seven other London councils. It covers pre-employment screening, medical referrals, ill health retirement assessments, workstation assessments and up to two well-being days per year.

An employee assistance programme [EAP], through Workplace Options, provides access to independent 24/7 advice and counselling to all employees and their immediate households.

Public Health Directorate provides a range of additional support and initiatives. A schedule of wellbeing initiatives held during 2018 and planned for 2019 is attached. (Appendix 2). One key aim is to sign up to the London Healthy Workplace Charter which focusses on three key areas: leadership, culture and communication, where even small steps can make a big difference to the health and wellbeing of staff, teams, and the whole organisation. Currently Islington has reached 'Achievement' Level and is working towards 'Excellence' Level accreditation for 2019.

The London Healthy Workplace Charter framework encompasses several areas, such as corporate support for wellbeing, attendance management, health and safety requirements, mental health and wellbeing, tobacco and smoking, physical activity, healthy eating and problematic use of alcohol and other substances. An estimated 200 staff have received training in mental health (in 2017/18 and the first three quarters of 2018/19). There are also nine mental health focus groups, spanning Cottage Road, 222 Upper Street, the Town Hall and Newington Barrow Way to gather staff and manager feedback on sources of excessive pressure, ways of coping and ideas about ways to reduce excessive pressure in the workplace, ultimately to inform the staff mental wellbeing action plan.

Corporate Health and Safety ensures that the council provides a safe working environment for all staff, contractors, service users, pupils and visitors; that all council activities are undertaken in a safe manner; and the council complies with the requirements of the Health and Safety at Work Act and other relevant legislation.

Since October 2018, Environment & Regeneration Directorate has engaged a temporary full time HR Business Partner to support the issue of increased sickness absences within Streets & Environmental Services (SES). A robust action plan developed by management and HR is in place which is rigorously monitored by the Service Director. Improvements seen since October include weekly meetings with Managers in SES to review and resolve long term sick cases. All 'live' absence cases are now well managed and records are updated on a weekly basis which has resulted in an increase in reported absences. There is an ongoing exercise to cleanse all data and coach managers supported by short practical training on absence management and managing disciplinary investigations.

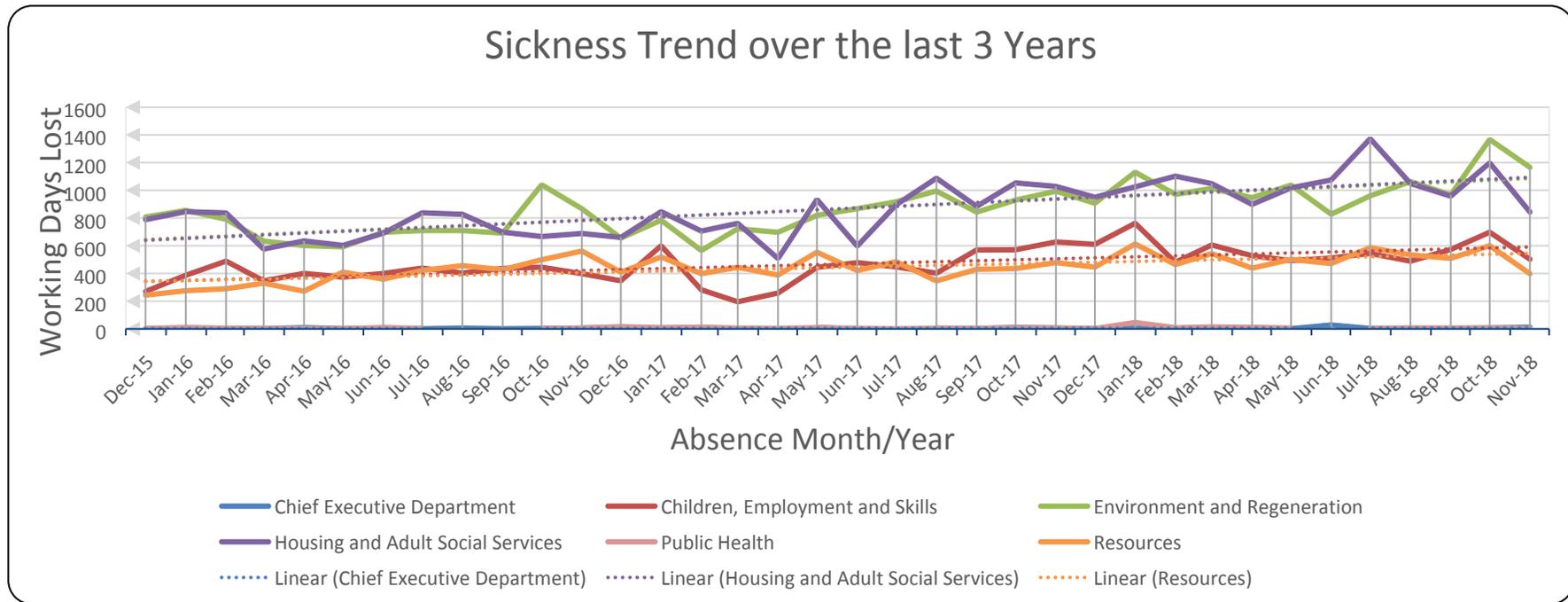
## **6. Occupational Health Contract Measures**

HR holds quarterly meetings with Medigold and Workplace Options Account Managers to review performance data, issues and risks. Key headlines from the last Medigold report (1 June to 30 November 2018) are as follows:

- Pre-employment screening – 100% reported to HR within 48 hours
- Referrals – 100% of appointments offered within 48 hours
- Referral outcomes - 46% to 95% of reports provided within 5 days of appointment (target is 100%)
- Cases completed within 12 days – 62% to 92% (target is 100%)

## 7. Headline Commentary

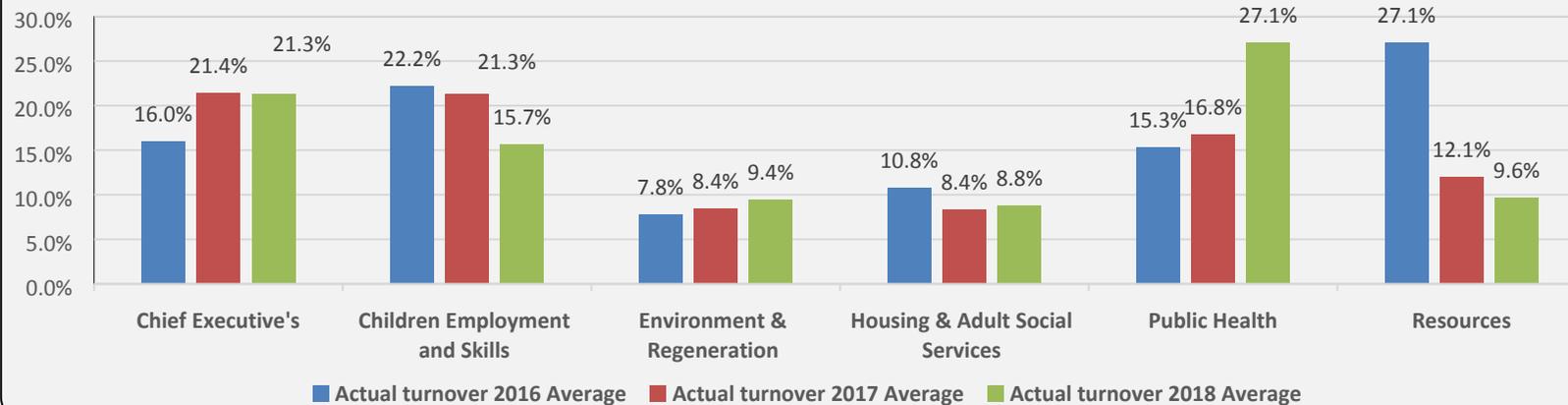
The trend in sickness absence across the council is upwards overall and absences peak during July, August and October each year. There were 375 Long-Term Sick (LTS) cases within 2018. The main reasons are back, neck, musculoskeletal, mental health, stress and depression. The full Corporate Sickness Absence Trend report November 2015 to November 2018 is attached (Appendix 3).



### Sickness Days Lost by Service Area

Sickness Categories	Chief Executive Department	Children, Employment and Skills	Environment and Regeneration	Housing and Adult Social Services	Public Health	Resources
Appointment		2	52.5	4		1
Back and Neck Problems	8	1778.5	4017	3772.5	2	991.5
Chest & Respiratory	22	560.5	934	1403.5		599
Eye, Ear, Nose, & Mouth/Dental	9	774.5	837.5	1076.5	35	567
Genital-urinary/Gynaecological	27	415	272.5	572.5	30.5	246
Heart, Blood Pressure & Circulation	5	621.5	1145	1467.5	2	706.5
Infections	51	1957.5	2680	3209.5	93.5	2065.5
Neurological	3	906.5	940	827.5	5.5	367.5
Other	14	1954	3296	2646.5	9	1798
Other Muscular-skeletal problems	1.5	1489.5	6749	4037.5		2174.5
Pregnancy related	1	516	191	364	32	739
Stomach, Liver, Kidney & Digestion	23.5	1488.5	2433.5	2608	24	1192.5
Stress, Depression, Mental Health	3	3491.5	6536.5	7435.5	1	3161.5
Surgery/Medical procedure		895.5	1264.5	1987.5	5	1385
<b>Grand Total</b>	<b>168</b>	<b>16851</b>	<b>31349</b>	<b>31412.5</b>	<b>239.5</b>	<b>15994.5</b>

### Turnover rates over the last 3 years



There are a number of challenges faced by HR and line managers. Spend against the Occupational Health budget is high. This is due to high use of the service by managers for reassurance before taking robust action, and a backlog of cases during the transition from PAM (previous OH service provider) to Medigold, which also faced a number of resourcing challenges during this period. The result that some of the service level agreement targets agreed with the council were not met. Higher than anticipated turnover within Medigold also led to a backlog of cases which has now been resolved. These issues are an area of some concern and HR will collaborate with Medigold and line managers to reduce both the number of referrals and overall spend by considering alternative available options.

There is a high number of referrals for mental health and musculoskeletal conditions.

The Managing Absences Procedure will be reviewed during spring 2019 in consultation with stakeholders.

Consideration is being given to other preventative HR and Public Health initiatives such as on site 'surgeries' on how to manage medical referrals and related topics, back care support and broader wellbeing events and guidance. Public Health will continue to run a schedule of wellbeing events during 2019 which are always very well attended.

The HR system is being improved to provide enhanced and easily accessible management information about sickness absence, profiled by Long-term and short-term sickness at all levels of the organisation.

Turnover across all directorates (see graph above) is also variable and further analysis will be undertaken to assess whether this is in part due to poor health, personal or work related stress or carer responsibilities.

## **8. Implications**

A robust action plan has been developed in response to the issues identified within this report.

### **Short-Term Action Plan (0-3 months)**

- A full review of sickness absence data to identify risks, issues and actions
- Review Managing Absence Procedure in consultation with stakeholders
- Work with managers to use the Occupational Health referral system effectively
- Improve access to HR policies, guidance and templates on IZZI by raising awareness and reviewing intranet content
- Review and approve priority wellbeing initiatives and budget provision to support these
- Improve sickness absence reports for managers

## **Medium-Term Action Plan (3 - 12 months)**

- Reduce Occupational Health spend through greater usage of counselling and telephone consultations and reduced face-to-face appointments
- Identify and share good practice (e.g. resilience training) with service managers
- Enhance and improve access to management information
- Implement real time sickness reporting (ResourceLink Reporting Service) for line managers
- Implement self-serve options for managers to enable them to access and update sickness records
- Implement improved Managing Absence Procedure
- Improved management training and coaching
- Complete Environment & Regeneration Sickness Absence Reduction project and embed good practice within HR policies and training modules
- Improve return to work interview compliance (a good practice management tool)
- Review and agree mandatory first line management training provision (e.g. masterclasses)
- Rebrand Employee Assistance Programme and Employee Benefits information to improve understanding and access to proactive and self-managed wellbeing initiatives
- Achieve 'Excellence' level - London Healthy Workplace Charter
- CMB to consider implementation of directorate or corporate Working Days Lost (WDL) target(s)

## **Long-Term Action Plan (12 – 18 months)**

- Report back to PPSC six-monthly thereafter to ensure continuous and robust management of sickness absences and wellbeing programmes

## **9. Financial Implications:**

There are no immediate financial implications arising from this report. However, some actions included within the action plan will require budget approval.

## **10. Legal Implications:**

There are no immediate legal implications arising from this report.

## **11. Environmental Implications**

There are no environmental implications.

## **12. 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.

An RIA has been completed and is attached (Appendix 4).

### **13. Conclusion**

Managing sickness absences and maintaining a healthy work environment within the council continues to present challenges to HR, line managers and supporting service providers. The short/medium/long-term action plan sets out the actions which will be taken under the direction of the Director of Human Resources both to reduce sickness absences and to initiate developments to achieve and maintain a healthy work environment.

### **Appendices**

1. Managing Attendance Procedure
2. Public Health Wellbeing Initiatives 2018/19
3. Corporate Sickness Absence Trend report November 2015 to November 2018
4. RIA

### **Signed**



Acting Director of Corporate Human Resources

Date: 4 February 2019

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Sum of Working Days Lost	Years	Absence Start Date	
	2015		
Service	Oct	Nov	Dec
Chief Executive Department			0.5
Children, Employment and Skills	3	41.5	270
Environment and Regeneration	39	169	807.5
Housing and Adult Social Services		224	788.5
Public Health			3
Resources	6	33	243
Grand Total	48	467.5	2112.5

2016			
Jan	Feb	Mar	Apr
2	2.5	2	9
387	489	346	400.5
855	791	633.5	601.5
846	836.5	576	635
10	5	3	2
275.5	289.5	329.5	272
2375.5	2413.5	1890	1920

May	Jun	Jul	Aug
2	2	1	5
373	400	438.5	403
592	697.5	709.5	709.5
602.5	690	837.5	827
1	10	3	
410	358.5	421.5	456.5
1980.5	2158	2411	2401

Sep	Oct	Nov	Dec
1	3	6	9
436.5	445	398.5	347
691	1040	867	655
698	666.5	688.5	660
	1	5.5	16
427	499	561.5	409
2253.5	2654.5	2527	2096

2017			
Jan	Feb	Mar	Apr
4	6		
600	282	195.5	258.5
784.5	565.5	723	697
846	706	761.5	507.5
9	12.5	5.5	3
519	398.5	444.5	388.5
2762.5	1970.5	2130	1854.5

May	Jun	Jul	Aug
9.5	1		6
444	478	447.5	402
819.5	867.5	917	995
934	597.5	895.5	1087.5
9	3.5	1	4.5
553	421	485	346
2769	2368.5	2746	2841

Sep	Oct	Nov	Dec
3	10	6	1
569.5	571	627.5	610
842.5	929.5	993.5	907
884	1053.5	1028	950
4	6.5	7	2
430	435	478.5	445.5
2733	3005.5	3140.5	2915.5

2018			
Jan	Feb	Mar	Apr
4	1	9.5	7
762	481	605.5	528
1130.5	970.5	1013.5	946.5
1025	1102	1048	898.5
46	8	14	11
613	464	543	438.5
3580.5	3026.5	3233.5	2829.5

May	Jun	Jul	Aug
1	28	3	2
493	511.5	544.5	488.5
1037.5	827.5	960	1063
1017.5	1074.5	1372.5	1049
6		3.5	7
501	471.5	586	534
3056	2913	3469.5	3143.5

			Grand Total
Sep	Oct	Nov	
3	6	12	168
573	697.5	502.5	16851
967.5	1367	1166	31349
957.5	1198	843	31412.5
6	8	3	239.5
509	600.5	398	15994.5
3016	3877	2924.5	96014.5

## MANAGING ATTENDANCE PROCEDURE

### 1 INTRODUCTION AND GENERAL PRINCIPLES

- 1.1. This procedure sets out how Islington Council will manage sickness absence to ensure that sickness absence levels are maintained within acceptable levels. Sickness absence impacts on the council's ability to provide best value services to its community and puts extra pressure on colleagues of those who are absent. The aim of the procedure is to ensure that:
- a fair, consistent and supportive approach is adopted when managing employees who have health problems;
  - there is an appropriate framework for dealing with both short term and long term sickness absence;
  - those employees who have declared a disability are treated with regard to their disability status.
- 1.2. This procedure has been the subject of formal consultation with the Trades Unions, and the council's equalities staff groups have had the opportunity to comment. It replaces all previous procedures and applies from 1<sup>st</sup> October 2011 to all attendance management processes and to all employees, except schools-based staff.
- 1.3 The council is committed to the promotion of the health and wellbeing of all its employees. There are a number of policies and initiatives to support this, including generous annual leave and special leave arrangements and access to programmes and staff benefits to improve personal health and wellbeing.
- 1.4 This procedure distinguishes between short-term and long-term sickness absence. Short-term sickness absence means frequent intermittent absences which may have a single underlying cause or may be unconnected. Long-term sickness absence means a continuous absence from work normally of at least four consecutive weeks.
- 1.5 In addition to an Occupational Health Service, the council further supports its employees and their immediate households through an employee assistance

programme [EAP] providing access to independent advice and counselling at any time of the day or night. The council has a contractual sick pay scheme, as well as statutory sick pay, to provide financial support to employees when absent due to sickness.

## **1.6 Roles and responsibilities**

- 1.6.1 References to the 'Manager' mean the employee's line manager.
- 1.6.2 References to the 'Alternative Manager' mean a manager of equal seniority to the employee's line manager
- 1.6.3 References to the 'Senior Manager' mean a manager on a chief officer grade.
- 1.6.4 References to the 'Consideration Manager' mean a senior manager with authority to make a determination on a sickness absence report, including the authority to dismiss.
- 1.6.5 References to the 'Appeals Manager' mean the manager who will hear an employee's appeal in accordance with paragraph 9.
- 1.6.6 The responsibilities of Human Resources, managers and employees and their representatives in relation to this procedure are set out in detail in **Appendix 1**.

## **2. PROCESS FOR MANAGING ABSENCES**

### **2.1. Reporting and recording absences**

- 2.1.1 An employee unable to attend work must contact their Manager, within two hours of their normal start time or within the timescale agreed with their Manager locally, to provide:
  - the reason for their non-attendance,
  - the expected duration of their absence and when they currently expect to return to normal duties, and
  - details of how they can be contacted,and to briefly advise their Manager of any appointments that are due or urgent work which needs to be done in their absence.
- 2.1.2 If their Manager is unavailable, the employee may report their absence to a manager in their department nominated by their Manager of at least equivalent seniority. In the case of employees on a chief officer grade, the

alternative officer can be any officer on a chief officer grade in their department (the 'Alternative Manager'). In residential settings or other service areas where there may not be an appropriate manager on duty, the employee should ascertain when an appropriate manager is next on duty so that they can phone again to speak directly to that manager. If it is initially necessary to leave a message on an answer phone as it is outside normal hours, the employee should call again when an appropriate manager is likely to be available.

- 2.1.3 Where a Manager or nominated Alternative Manager has not heard from an employee within two hours of their usual starting time, or such other period as has been agreed locally, they must make every effort to contact the employee and establish the reason for the absence. Contact arrangements may vary depending upon the circumstances and may include visiting the employee at their home. This is not to be seen as an intrusion, it is merely a safeguard. On occasion this has been the first indication an employee, who may be living alone, may be in serious difficulty or need assistance.
- 2.1.4 Where the absence continues the employee should contact their Manager or Alternative Manager again on:
- the third working day of absence and give an update on their situation
  - the seventh working day of absence and on a weekly basis thereafter unless otherwise agreed by the Manager or Alternative Manager. If the absence continues for 4 consecutive weeks or more it will from then on be dealt with under section 5.3.
- 2.1.5 If the sickness absence is for seven days or more the employee must provide a fit note details of which can be found at:  
<http://izzi/council/aboutcouncil/performance-policy/policy/Pages/hr-az.aspx?AdditionalPath=/Fit Note>
- 2.1.6 On the eight day of absence the employee must make arrangements for their fit note to be sent to their Manager. They should not wait until they return to work.

- 2.1.7 In all cases if neither the Manager nor the nominated Alternative Manager is available, reporting of the absence must be to a manager of at least equivalent seniority.
- 2.1.8 The Manager must record all absences on the HR system - MyHR at <https://hrmyviewv1.ad.islington.gov.uk/concerto/Portal/index.xsp> This includes absences such as medical, dental and optician's appointments unless such appointments are covered by a flexitime arrangement or annual leave, subject to 2.1.9 - 2.1.12 below.
- 2.1.9 Appointments (such as dental / medical / opticians), which are not connected to a recognised disability, should be taken outside the normal working day. Where this is not possible, appointments should be taken at times towards the beginning or end of the working day and the lost time shall be made up over a reasonable period if not taken as annual leave. Where lost time cannot be made up over a reasonable period (four weeks), the absence should be recorded in the HR system - MyHR at: <https://hrmyviewv1.ad.islington.gov.uk/concerto/Portal/index.xsp> and will count for the purposes of calculating the days and occasions of absence by the employee.
- 2.1.10 Hospital appointments or regular, ongoing appointments for a medical condition, where the timing of such appointments is not in the employee's control and where lost time cannot be made up over a reasonable period (four weeks), should still be recorded in the HR system - MyHR at <https://hrmyviewv1.ad.islington.gov.uk/concerto/Portal/index.xsp> but will not count for the purposes of calculating the days and occasions of absence by the employee .
- 2.1.11 Where an individual is absent as a result of a circumstance (e.g. rehabilitation, training etc) related to their disability but not from actual sickness, the absence should be considered as disability-related special leave and not

recorded as sickness. (See Appendix 2 for details of disability-related special leave.)

2.1.12 If an employee fails to adhere to the absence reporting procedures, their absence will be considered unauthorised and may be dealt with in accordance with the Disciplinary Procedure. This may ultimately lead to the employee being disqualified from receiving Occupational Sick Pay, unless there are exceptional circumstances. For persistent failure to adhere to the procedure, consideration will be given as to the employee's continued employment with the council.

2.1.13 Employees who are subject to the sickness absence monitoring procedure should inform their Manager if they are covering appointments or sick leave with flexitime arrangements or annual leave.

## **2.2 Return to work**

2.2.1 Following any period of absence, an employee should report to their Manager, or nominated Alternative Manager, on their return and must:

- confirm the reason for the absence, and
- where the absence is due to ill health, complete an appropriate self certificate form. Where the sickness absence was for 7 days or more, a fitness certificate (fit note) should have been provided under 2.1.6.

2.2.2. The Manager must hold a return to work interview with the employee. This can be incorporated into the discussions at 2.2.1 above or, if this is not convenient, the return to work interview must be within two days of the employee's return to work and the date recorded on My HR.

2.2.3 At the return to work interview, the employee should be prepared to enter into an open and confidential discussion about their absence in so far as it affects their work, including where appropriate, recommendations from the fit note. This is so the Manager can fulfil their health and safety responsibilities ensuring that the work environment is safe and assisting the employee where

possible to avoid a recurrence of future absences, or make reasonable adjustments in the case of disabled employees or other employees needing such adjustments.

2.2.4. Managers should act sensitively depending upon the nature of the absence and have regard to gender and cultural differences which may influence the discussion. Managers should make a note on the return to work form of any particular concerns in regards to the above and ensure they are raised with the relevant HR Business Partner.

2.2.5 If the employee's fitness for work certificate (fit note) states that they **may be** fit for work, the Manager should discuss the options with the employee and complete the Return to Work Plan to support a return to work based on the medical advice from the doctor contained in the fit note. The Plan should be updated as and when required based on the return to work discussions. See: [http://sp.izzi/published/Records/Human%20resources/Business%20planning/Policies/2012-2013/\(2012-05-01\)%20Fit%20Note%20-%20Return%20to%20Work%20Plan.doc](http://sp.izzi/published/Records/Human%20resources/Business%20planning/Policies/2012-2013/(2012-05-01)%20Fit%20Note%20-%20Return%20to%20Work%20Plan.doc)

2.2.6 The return to work interview must be recorded on the Return to Work form in Appendix 3 and, should be emailed together with the Return to Work Plan Appendix 4, where appropriate, to Human Resources to be placed on the employee's personal file.

## **2.3 Annual leave and sickness absence**

2.3.1 Employees who become sick while on annual leave must provide a fit note, if they intend to reclaim their annual leave. If illness takes place abroad, employees must obtain proof of illness e.g. a doctor's letter, or letter from the tour operator or insurance company.

2.3.2 Employees on long term sickness absence will have an entitlement to annual leave and should contact their HR Business Partner for further information.

### 3 UNAUTHORISED ABSENCE

3.1 Where an employee has been absent for an unauthorised purpose, the Manager should refer to the disciplinary procedures as such absences may constitute misconduct. See:

<http://izzi/council/aboutcouncil/performance-policy/policy/Pages/hr-az.aspx?AdditionalPath=/Disciplinary Procedure and Template Documents-New>

### 4 SHORT TERM SICKNESS ABSENCE PROCEDURE

#### 4.1 Stage 1 - Short term absence triggers

4.1.1 If an employee has either of the following levels of absence:

- eight working days sickness in the past twelve months; or
- three separate periods of sickness absence (albeit less than 8 days in total) in a three month period

this will trigger the short term absence procedure and the **return to work interview** (the 'trigger interview') should be carried out as soon as possible after the employee returns to work after the absence which causes the trigger to apply. The return to work interview should cover the issues in paragraph 2.2 above and, in addition, the Manager must:

- advise the employee that their attendance has triggered the absence monitoring procedure and will be monitored and reviewed again in four weeks time;
- set improvement / attendance targets to be achieved in the four week period. Targets will be determined on a case by case basis, having regard to medical advice, but will normally require the employee to have no more than one day's sickness in the review period.

4.1.2 Details covered in the trigger interview must be confirmed in writing and a copy of the Managing Attendance procedure sent to the employee with the letter.

4.1.3 Where there has been a series of absences that may indicate a pattern of absences then the procedure set out in 4.1.1. above will apply, even though the eight day trigger point may not have been reached.

4.1.4 The trigger days as indicated in 4.1.1. – 4.1. 3 above for part-time employees will be on a pro rata basis.

## **4.2 Stage two - situation after four week review period**

### **4.2.1 Improvement after the four week review period**

If the employee's attendance complies with the target set during the four week period, the Manager can either meet or write to the employee and inform them that no further action will be taken at this time. If a meeting has been arranged, the outcome of the meeting should be followed up in writing.

4.2.2 However, if the employee has any further sickness absence at any time in the next six months, the Managing Attendance Procedure, will be reinstated and the Manager may decide to take action as in 4.1.1 above or proceed to the next stage of the Managing Attendance Procedure.

### **4.2.3 No Improvement after the four week review period**

If there has been no improvement or insufficient improvement in the employee's attendance, the Manager will interview the employee again. Prior to this interview the employee should be advised that they may be accompanied by a Trades Union representative or a work colleague, if they wish.

4.2.4 At this interview the employee should be advised that their sickness absence continues to be a matter of concern and is now subject to a further four week, and possibly final, period of review. This is particularly appropriate where the absences have no clear underlying medical reason and is self certificated e.g. upset stomach, headache etc.

4.2.5 Where there are medical reasons for the absence specified in a fit note, then the Manager should have regard to the medical prognosis and set

improvement / attendance targets consistent with the medical advice in the fit note and in conjunction with advice from HR.

4.2.6 The Manager may refer the employee to one of the council's Occupational Health practitioners, if medical opinion has not already been obtained. The employee should be advised of the referral and the reason(s) for it.

4.2.7 Details of the interview (and all other meetings under the monitoring procedure) must be confirmed in writing.

### **4.3 Stage 3 - Situation after the second four week review period**

#### **4.3.1 Improvement after the second four week review period**

If the employee's attendance improves to a satisfactory level over this four week period (and having regard to the eight week period in total), the Manager can either meet or write to the employee (copying in, or inviting any previous representative) and inform them that no further action will be taken at this time. If a meeting has been arranged, the outcome of the meeting should be followed up in writing.

4.3.2 Where the review period is longer than four weeks, running parallel with medical advice, the employee should be interviewed to assess progress and a further period of review set, again consistent with medical advice in the fit note. If the absence continues for 4 consecutive weeks or more then it will from then on be dealt with under section 5.3.

#### **4.3.3 No improvement after the second four week review period**

If there is no improvement or insufficient improvement in the employee's attendance, the Manager will interview the employee again. The employee may be accompanied as at the previous meeting as at 4.3.1. above.

4.3.4 At the interview, the Manager should again address the issues covered in previous discussions. Dependant upon the outcome of the discussions at the interview, and having regard to the previous review period and relevant

medical information available, the Manager will need to decide what further action to take.

4.3.5 The options open to the Manager are as follows: -

- I. to set a further review period consistent with the fit note recommendations. If this is not detailed in the fit note, the review period should normally be of another four weeks and in any event not more than three months, on the understanding that the employee in conjunction with their medical adviser is making every effort to address the causes of the sickness absence, or
- II. to recommend the employee be transferred to available suitable alternative work, on the same grade, with a month's trial period in accordance with paragraph 5.6 (II). This action should be confirmed by the Occupational Health practitioner and the relevant chief officer; and will be dependent upon the Manager being able to identify a suitable alternative job role ; or
- III. to conclude that the stage has been reached where the employee's sickness record is such that consideration must now be given to the employee's continued employment with the council in accordance with paragraph 6 below. This will be particularly appropriate where there have been no underlying causes for the absences, where they are generally self certificated.

4.3.6 In all cases the Manager must be mindful of other issues e.g. relationships, environmental, external caring issues, which might be addressed through the Employment Assistance Programme.

4.3.7 An employee who does not have a further absence in a review period set under 4.2.4 above (or if applicable any further review period set under 4.3.5(I) above) but who is absent again within the next rolling 24 month period will be monitored as follows:

- I where the absence occurs in the twelve month period following the end of their last stage 3 review period - at stage 3 of the procedure as at paragraph 4.3.3 above.
- II where the absence occurs in the next rolling 12 -18 months following their last stage 3 review period - at stage 2 of the procedure as at paragraph 4.2 above.
- III where the absence occurs in the next rolling 18 -24 months following their last stage 3 review period - stage 1 of the procedure as at paragraph 4.1 above.

4.3.8 Where the employee is represented by a Trades Union representative, a copy of all correspondence with the employee should be sent to the representative, unless the employee requests that this should not be done.

## **5 Long-term sickness absence**

5.1 Long term sickness absence is defined as a continuous absence from work normally of at least four consecutive weeks.

5.2 Each employee's case will be reviewed as their circumstances progress with the approach taken being determined by the employee's particular circumstances but in all cases of long term absence, the following general principles will apply:

- Regular and reasonable contact will be maintained between the Manager and the employee. The method and frequency of this contact will depend on the employee's particular circumstances, but may be by telephone, in writing (including email or text) or, with the employee's agreement, through home visits or meetings at other suitable locations. The Manager should keep a record log of this contact.
- Advice and guidance will be sought from Occupational Health practitioners, if the Manager considers this is necessary.

- Consideration will be given to all options available to facilitate the employee's return to work.

5.3 The Manager should regularly (at least after each four weeks of absence) review any cases of long term sickness absence taking into account the following factors:

- The nature of the sickness absence (e.g. an accident or operation which is likely to be a one off or an ongoing serious illness);
- Recommendations from the Occupational Health practitioner;
- Recommendations on the fit note;
- Agreed actions in the Return to Work Plan (if appropriate)
- The length of absence to date and the likelihood and possible timing of a return to work;
- The feasibility of continuing with any temporary work cover arrangement;
- The impact of the absence on other staff and on service delivery;
- Any other relevant factor(s).

5.4 When the Manager considers it appropriate having taken into account these factors (and normally no later than three months after the start of the continuous absence) the Manager should invite the employee to a review meeting to discuss their sickness absence. The purpose of this meeting will be to:

- Establish the progress of the employee's injury or illness and their recovery.
- Discuss what support or assistance can be offered to help the employee return to and remain in work.
- Consider reviewing the Return to Work Plan, if appropriate.
- Ensure that the employee is aware that their absence record is giving cause for concern.
- Discuss the outcome of an Occupational Health referral, if appropriate, and consider further Occupational Health involvement.

- Consider any personal problems the employee may have and explore how the employee can be supported in resolving them.
- Discuss any concerns or answer any questions the employee might have about their absence.
- Discuss any future action that might be taken in line with other council policies and procedures.

5.5 The employee will be entitled to five working days notice of the meeting. The employee should be informed that they may be accompanied at this meeting by a Trades Union representative or a work colleague, if they wish.

5.6 Following the review meeting the Manager may:

- I. set an appropriate date for a further review meeting; or
- II. recommend the employee be transferred to available suitable alternative work, on the same grade, with a month's trial period. This action should be confirmed by the Occupational Health practitioner and be with the agreement of a relevant chief officer; or
- III. conclude that the stage has been reached where the employee's sickness record is such that consideration must now be given to the employee's continued employment with the council in accordance with paragraph 6.

## **6 MEETING TO CONSIDER CONTINUED EMPLOYMENT**

6.1 Where under paragraphs 4.3.5(III) or 5.6 (III) the Manager concludes that the employee's continued employment should be considered, the Manager will prepare a report on the employee's attendance. The report will include:

- the employee's sickness and absence record;
- action taken to date to address the issues;
- any matters that have arisen during the monitoring procedures;
- relevant medical information/opinion including relevant information on the fit note or in an Occupational Health report;
- the employee's general employment record; and
- if the employee has a disability, the measures undertaken to make reasonable adjustments and the outcome of such measures; similarly

the recommendations, if any, in the Occupational Health report and in the G.P's fit note should be addressed and the Fit Note Return to Work Plan, if appropriate.

- 6.2 This report will be provided to the employee and the employee will be given the opportunity to respond in writing to the report within five working days. A copy of the report must also be forwarded to the HR Business Partner. It is the employee's responsibility to forward the report onto their representative, if required.
- 6.3 The report should then be referred to a Senior Manager with authority to make a determination on the issues set out in the report, including dismissal, (the 'consideration manager').
- 6.4 After the five working days given to the employee to respond to the report have passed, the Consideration Manager should convene a meeting to make a final determination on issues raised in the report. At the meeting the employee and their representative may comment on the report, if the employee so wishes.
- 6.5 The Manager is responsible for sending the letter setting up the meeting which should:
- give the time, date and location of the meeting;
  - make the purpose of the meeting clear (to consider the issues contained in the report);
  - make clear the range of options open to the Consideration Manager at this final stage (see paragraph 6.6 below);
  - advise the employee that the interview may be held in their absence if they fail to attend or
  - if they are unable to attend, they may arrange representation at the meeting and/or provide written submissions.

**6.6 The options open to the Consideration Manager are as follows:**

- a further review period (and if no further absence occurs in the review period any absence after that will be covered by paragraph 4.3.7); or
- dismissal of the employee with notice because they are incapable of satisfactorily performing the job for which they are employed: or
- transferring the employee to a job on the same or a lesser grade in accordance with paragraph 4.3.5.(II) where this is supported by medical advice; (If the transfer is of a temporary nature and is for two months or less, the salary will be protected at the higher grade during this time. If the transfer is for more than two months, a new contract will be issued without salary protection.) or
- reduced hours on a permanent basis – new contract to be issued; or
- referral to an Occupational Health practitioner for consideration of ill health retirement in accordance with paragraph 10.2.

6.7 If there is further absence in a review period set by a Consideration Manager, the Consideration Manager shall be informed and normally a further meeting under paragraph 6.6 will be held. The Consideration Manager may, with the agreement of the employee or their representative, set a further review period in these circumstances without a further consideration meeting taking place.

6.8 The Consideration Manager, in the light of the particular circumstances of the case, may decide upon another course of action (not included at 6.6) deemed appropriate, following further advice from the HR Business Partner and / or an Occupational Health practitioner.

6.9. The option to terminate an employee's employment on the grounds of incapacity due to ill health will only be considered after all options for reasonable adjustment or redeployment have been fully investigated and exhausted.

6.10 A decision to terminate employment on the grounds of incapacity will be made by the Consideration Manager taking into account advice from the

Occupational Health practitioner and with prior consultation and discussion with the employee.

- 6.11 The employee will have the right to appeal against the decision to dismiss due to incapacity and the process for appeal is set out in paragraph 9 below.

## **7 Failure to attend meetings**

- 7.1 If the employee fails to attend a meeting arranged under the short or long term absence procedures, the Manager may proceed in the employee's absence if, in the Consideration Manager's opinion, no satisfactory reason for the failure to attend has been given by the employee or the employee's representative.

- 7.2 If the employee fails to attend a meeting on the grounds of sickness, the Manager should, if appropriate, seek medical advice as to the employee's fitness to attend a rearranged meeting. If the employee cannot or does not attend the re-arranged meeting, the Manager may judge that it is essential for the meeting to go ahead in the employee's absence.

- 7.3 If, having considered medical advice, it is the Manager's opinion that there is no reasonable prospect of the employee being able to attend a meeting within a reasonable period, the Manager / Consideration Manager may judge that it is essential for the meeting to go ahead in the employee's absence.

## **8. SPECIAL CASES**

### **8.1 Equality Act 2010**

Special consideration may need to be given to any absence related to a protected characteristic under the Equality Act 2010. Absence related to maternity, disability, terminal illness and gender reassignment in particular should be considered separately and in accordance with the following paragraphs.

## 8.2 Maternity

- 8.2.1 Sickness during pregnancy must not result in less favourable treatment of the employee.
- 8.2.2 Maternity-related sickness will be disregarded for the purposes of sections 4 and 5 of this procedure.
- 8.2.2 Where an employee has a maternity-related sickness at any time from the **fourth week** before the due date, maternity leave will start automatically.
- 8.2.3 If an employee is sick for a reason not connected with their pregnancy, at the date they are due to return to work, they will be deemed to have ended their maternity leave on that date and the sickness will be treated in the same way as any other period of sickness.

## 8.3 Disabled employees

- 8.3.1 Disabled employees who are absent due to sickness or other reasons **not** connected to their disability will be subject to the Managing Attendance procedure as outlined above.
- 8.3.2 If an employee's sickness absence is due to a declared disability, the overall procedure will still apply but a more flexible approach will be taken to the management of their disability-related absence. Monitoring will still apply but, for example, the trigger days may be increased by the Manager in consultation with the employee concerned and, where appropriate, with Occupational Health practitioners.
- 8.3.3 Where the employee has a disability, there is a duty to consider reasonable adjustments to assist the employee in carrying out their job. Where appropriate, reasonable adjustments will be put in place to support the employee to return to work and in their continued employment.

8.3.4 The Manager should always discuss the employee's absences with the employee, whether or not it is disability-related, undertake a return to work interview and, where appropriate, complete a Return to Work Plan.

8.3.5 For the avoidance of doubt, where the prognosis for a disabled employee is that it is unlikely that they will be able to return to work and/or improve their attendance within a reasonable timeframe, or that the adjustments required cannot be objectively justified, it may be necessary to hold a meeting with the employee in line with paragraph 6 above about the appropriate arrangements for the termination of their employment contract. Such employees will have the right of appeal. See paragraph 9.

#### **8.4 Terminal illness**

8.4.1 Where an illness or medical condition is diagnosed as reasonably likely to result in an employee's death, they may be disabled and covered by the previous sub-section (although 8.3.5 shall not apply). In any event, the arrangements set out in this subsection will apply.

8.4.2 Human Resources will arrange for the Occupational Health practitioner to liaise with the employee's General Practitioner and/or Consultant to establish the medical position and prognosis.

8.4.3 The Council will not dismiss any employee with a terminal diagnosis because of their condition. The employee will not be subject to any formal action under this procedure.

8.4.4 An extension of the period during which Occupational Sick Pay is payable should be considered, if appropriate.

8.4.5 Where the employee so wishes, the options available in respect of potential retirement will be discussed at the appropriate time, taking into account the employee's individual circumstances and with a view to providing the most financially beneficial result for the employee and/or his/her relatives so far as is reasonable.

## **8.5 Gender re-assignment**

8.5.1 If an employee is absent due to medical surgery for gender re-assignment this will be considered separately from sickness absence and advice should be sought from the HR Business Partner about how such absence should be recorded.

## **8.6 Alcohol, drug or substance abuse**

8.6.1 Absences involving alcohol, drug or substance abuse are not covered by the Equality Act and will be subject to the Managing Attendance Procedure as outlined above. See also the Alcohol, drugs and substance abuse policy: <http://izzi/me/staff-essentials/buildings-workplace-support/health-safety/policy/Pages/Drugs-and-Alcohol.aspx>

## **8.7 Work-related Injury**

8.7.1 Absence due to a work-related injury, that has been correctly recorded as such on the Health and Safety system (see: <https://iris.info-exchange.com/Incidents>), will not count towards periods of sickness absence for the purpose of calculating entitlement to the occupational sick pay but will be treated in the same way as other sickness absence for the purposes of this procedure.

## **9 APPEAL PROCEDURE**

9.1 The employee must be informed that they have a right of appeal against the decision to dismiss and that any appeal will be considered by a more senior manager within that service area or a service manager in a different service area.

9.2 The employee must also be informed that: -

- Any appeal must be submitted in writing to their Manager or Head of Service within five working days of receipt of the letter confirming the decision to dismiss and

- They can be represented at the appeal by a Trades Union representative or Islington Council work colleague;

9.3 Any appeal should, where possible, be considered within their notice period or the equivalent period if pay in lieu of notice is made.

#### **9.4. Grounds of appeal**

9.4.1 Employees may appeal against the following:

- the decision to dismiss on the grounds of ill health / incapacity
- the decision to dismiss on the grounds of excessive absence

in that:

- I. there was a procedural flaw which had a material affect on the dismissal decision; and/or
- II an unreasonable conclusion was reached by the Consideration Manager on a material point of fact; and/or
- III the sanction was unreasonably severe and an alternative option should have been adopted by the Consideration Manager; and/or
- IV. there is new evidence which the employee wishes to introduce which could not reasonably have been raised at the time of the original hearing and the absence of which had a material affect on the dismissal decision.

9.4.2 The employee shall state the decision appealed against and the grounds for considering the decision to be wrong. The employee should provide any documentation which they want to be taken into account when considering the appeal.

#### **9.5 Process**

9.5.1 An appeal will be considered at a meeting by a manager senior to the Consideration Manager, except where the original decision was taken by a Senior Manager, in which event the appeal may be considered by another Senior Manager or the Chief Executive.

## **9.6 Notice of the appeal hearing**

9.6.1 The employee will be given at least five working days' notice of the date, time and place of the hearing and at the same time will be provided with a copy of the Managing Attendance procedure and documentation relevant to the decision being appealed against.

9.6.2 The letter notifying the employee of the hearing shall also advise them of the following:

### **1. Right to representation**

The right to be represented by a representative (Trades Union official or Islington Council work colleague, or where it would be a reasonable adjustment under the Equality Act, the right to appropriate external support – to be agreed beforehand by the Appeal Manager.)

### **2. Non-attendance at the hearing**

That the hearing may proceed in the absence of the employee in accordance with paragraph 7 if they fail to attend the hearing.

### **3. Forum for hearing the appeal**

- The name of the Appeal Manager.
- That the Consideration Manager (or a manager nominated by the Consideration Manager) will present the management case.
- That the Appeal Manager may decide to:
  - Uphold the decision already made
  - Change the decision made

## **9.6.3 Documentation sent to the manager who will consider the appeal**

A copy of all papers to be considered at the appeal will be sent by the Consideration Manager to the Appeal Manager at the same time as they are sent to the employee.

## **9.7 Procedure at the appeal hearing**

9.7.1 The meeting will be chaired by the Appeal Manager. The Manager, HR representative, employee and their Trades Union official or work colleague will also be at this meeting.

9.7.2. The employee will present their case, followed by the Consideration Manager. The Appeal Manager may ask questions for clarification as may both parties.

9.7.3 The employee and the Manager will be given the opportunity to sum up, with the employee going last.

9.7.4 At the conclusion of the appeal, the Appeal Manager can make one of the following decisions:

- Uphold the decision already made, or
- Change the decision made

9.7.5 The decision at the appeal is final and the employee will be sent a letter to confirm the outcome as soon as is practicable.

9.7.6 If the decision is overturned due to a procedural flaw, the Appeal Manager will have the discretion to refer the matter to be considered afresh by the original Consideration Manager or may hear it again themselves.

## **10 OTHER ISSUES**

### **10.1 Medical redeployment**

10.1.1 If the Occupational Health practitioner advises that an employee is unable to continue working in their substantive post for health reasons, the Manager, with support from Human Resources, will investigate whether suitable alternative employment opportunities are available to enable the employee to continue working. If suitable alternative employment is found a revised contract will be issued relating to the new post.

## 10.2 Retirement on ill health grounds

10.2.1 If the Occupational Health practitioner advises that an employee, who is a member of the local government pension scheme, is not capable of discharging efficiently the duties of their post for health reasons they may be eligible for the early release of their pension.

10.2.2 In such circumstances the Occupational Health practitioner will advise, in accordance with current local government pension regulations that the employee:

- is permanently incapable of discharging efficiently the duties of the above post because of ill health or infirmity of mind or body **and** there is no likelihood of obtaining gainful employment before normal retirement age [**TIER 1**] or
- is permanently incapable of discharging efficiently the duties of the above post because of ill health or infirmity of mind or body **and** unlikely to be able of obtaining gainful employment within a reasonable period **but** likely to be able to do so before normal retirement age [**TIER 2**] or
- is permanently incapable of discharging efficiently the duties of the above post because of ill health or infirmity of mind or body **but** is likely to be capable of gainful employment within a reasonable period [**TIER 3**]

10.2.3 Employees who wish to appeal an ill health determination should in the first instance raise an appeal under the procedure set out in paragraph 9 above.

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## **Appendix 4: Sickness Absence Management Resident Impact Assessment**

Title of plan, policy and/or procedure being assessed	<b>Sickness Absence Management Review</b>
Name of Service Area Assessed	Council-wide
Staff conducting assessment including contact details	Linda Nicholas, Head of Business Partnering & Business Analytics, Human Resources 0207 527 1808
Date of assessment	7 January 2019

### **Impact on Council employees**

The following sections provide an update on the current council employee profile and looks forward to assess the potential impacts of proposed changes, where sufficient detail has been provided.

#### **Current equalities profile**

The council's employee (November 2018) headcount is 4422. This is a reduction of 59 people since the last Resident Impact Assessment.

##### *Headcount*

The council's headcount is 4593 which is an increase of 171 on the previous RIA.

<b>Service</b>	<b>Grand Total</b>
Chief Executive Department	42
Children, Employment and Skills	1090
Environment and Regeneration	1102
Housing and Adult Social Services	1435
Public Health	59
Resources	865
Grand Total	4593

##### *Gender*

<b>Service</b>	<b>Gender</b>	
	<b>Female</b>	<b>Male</b>
Chief Executive Department	59.52%	40.48%
Children, Employment and Skills	76.51%	23.49%
Environment and Regeneration	28.40%	71.60%
Housing and Adult Social Services	48.50%	51.50%
Public Health	83.05%	16.95%
Resources	54.22%	45.78%
Grand Total	51.95%	48.05%

The percentage of women in the workforce has increased by 0.55% since last year. The largest increase is in Public health which is 3.46%

### Age

Service	Age Band				
	16-24	25-39	40-49	50-64	65+
Chief Executive Department	11.90%	40.48%	30.95%	16.67%	0.00%
Children, Employment and Skills	3.85%	36.42%	23.94%	33.76%	2.02%
Environment and Regeneration	3.09%	25.77%	26.04%	42.11%	2.99%
Housing and Adult Social Services	2.86%	23.97%	22.93%	46.55%	3.69%
Public Health	8.47%	52.54%	25.42%	13.56%	0.00%
Resources	3.70%	26.24%	24.86%	42.20%	3.01%
<b>Grand Total</b>	<b>3.46%</b>	<b>28.30%</b>	<b>24.38%</b>	<b>40.93%</b>	<b>2.92%</b>

There has been a small increase in the number of young people working for the council. The overall percentage of those aged 16-24 has increased by 1.41%. There has also been a small increase, of 1.94%, in the number of those aged 50-64 working for the council.

### Ethnicity

Service	Ethnicity			
	BME	Not Stated	Prefer not to say	White
Chief Executive Department	23.81%	2.38%	0.00%	73.81%
Children, Employment and Skills	40.28%	0.92%	3.94%	54.86%
Environment and Regeneration	27.50%	0.73%	13.88%	57.89%
Housing and Adult Social Services	42.23%	0.07%	12.20%	45.51%
Public Health	23.73%	1.69%	6.78%	67.80%
Resources	47.98%	0.92%	3.35%	47.75%
<b>Grand Total</b>	<b>38.91%</b>	<b>0.63%</b>	<b>8.80%</b>	<b>51.67%</b>

There has been a small increase of 1.20% in the percentage of "BME" staff working in the Council compared to last year.

### Disability

Service	Disability		
	No	Not Stated	Yes
Chief Executive Department	50.00%	47.62%	2.38%
Children, Employment and Skills	42.75%	49.36%	7.89%
Environment and Regeneration	39.02%	54.17%	6.81%
Housing and Adult Social Services	37.21%	53.80%	8.99%
Public Health	66.10%	30.51%	3.39%
Resources	25.55%	66.82%	7.63%
<b>Grand Total</b>	<b>37.25%</b>	<b>54.93%</b>	<b>7.82%</b>

There has been an increase of 4.32 % in the percentage of people declaring that they do not have a disability and a 3.72 % reduction in the percentage of people who are "Not Stated". An inner London borough is expected to have a prevalence of disability at around 13%. The proportion of employees who have reported a disability to HR does not significantly differ by Directorate (Islington Council State of Equalities report 2018).

### Sexual orientation

Service	Sexual Orientation			
	LGBT	Heterosexual	Not Stated	Prefer not to say
Chief Executive Department	9.52%	64.29%	23.81%	4.76%
Children, Employment and Skills	4.49%	55.14%	37.25%	3.12%
Environment and Regeneration	3.09%	60.53%	31.13%	5.26%
Housing and Adult Social Services	3.35%	53.24%	40.42%	3.00%
Public Health	0.00%	72.88%	25.42%	1.69%
Resources	2.08%	51.45%	45.20%	1.27%
<b>Grand Total</b>	<b>3.31%</b>	<b>55.45%</b>	<b>37.99%</b>	<b>3.24%</b>

Those declaring as Heterosexual are 55.45% this year while last year was 51.60% an increase of 3.85%. the not stated figure has dropped by 4.07% from last year

### Religion

	Chief Executive Department	Children, Employment and Skills	Environment and Regeneration	Housing and Adult Social Services	Public Health	Resources	Grand Total
Christian	28.57%	28.44%	29.58%	36.24%	32.20%	28.44%	31.20%
Muslim	2.38%	5.05%	7.35%	3.90%	3.39%	6.24%	5.42%
No Religion	23.81%	9.72%	12.34%	8.64%	27.12%	7.75%	9.99%
Not Stated	28.57%	39.91%	37.02%	39.58%	22.03%	45.20%	39.78%
Other Religion	9.52%	13.39%	8.35%	8.57%	11.86%	10.52%	10.08%
Prefer not to say	7.14%	3.49%	5.35%	3.07%	3.39%	1.85%	3.53%

The number of staff that have declared a religion has stayed almost static with less than 0.25 % movement.

### Ongoing equality issues among staff

It is recognised that sickness absences are under reported and that line managers do not have access to regular reports notifying of those who have hit the 8+ and 3 occasions in 3 months' trigger points. Managers are regularly reminded to update MyHR to ensure that management information reports are up to date and accurate. Staff have been encouraged to update their personal equalities profile through the 'Let Us Know' campaign. This has resulted in an increase in reporting year on year, but there continues to be gaps in our knowledge of disability and sexuality as noted above and which impacts on data accuracy. We need to continue to encourage employees to update their profile so that the information can be used to their benefit.

There are other inherent inequalities which are widely evident across society as a whole and which result, in gender imbalance, for example in roles such as caring which can lead to more women or parents using sick leave as a means to covering the school holiday periods when childcare responsibilities are known to increase. This may explain the spike in sickness absences reported during July and October each year. Mental health and prolonged musculoskeletal health conditions as well as long term absence from work may also impede access to learning and development and career progression opportunities.

## **Impacts from review of sickness absence management**

The action plan detailed in the report aims to improve sickness absence management within the council. A number of HR policy and process reviews (Managing Absence, Domestic Violence, Workplace Resolution, Reasonable Adjustments framework for new employees) are earmarked for 2019. This and access to enhanced management information, coaching and guidance will in time see an improvement in how sickness absences are managed and a reduction in absences overall. The development of a new People Strategy and new wellbeing initiatives will also provide opportunities for a more holistic approach. The HR Business Partners provide guidance and support to managers in progressing individuals who become subject to our formal procedures. They also ensure that business change programmes take into account the impact organisational change has on individuals and teams who often find change unsettling.

The number and scale of the restructures proposed over the next year indicate that there will be significant impact on both managers and staff. There will also be implications for HR and managers in managing trade union and staff consultations, reviewing and updating job descriptions and running selection and assessment processes, all of which may see an increase in sickness due to stress, anxiety and depression as well as reduced levels of motivation, morale and work performance.

The importance of staff messaging and communications during this period cannot be underestimated.

## **Mitigation for negative impacts on staff**

The council recognises that the HR action plan may have a disproportionate negative impact on some groups of staff and undertakes initiatives to mitigate that impact.

These include:

Robust management of sicknesses at school, corporate and council levels including:

- Review of Managing Absence and related procedures and processes
- Considering alternative and preventative options to reduce absences and attendance at work (phased return to work for long term cases, Ill Health Retirement, flexible working or other 'working differently' options, wellbeing programmes and initiatives)
- In many cases, additional mitigation measures will be proposed and agreed through the full Resident Impact Assessment process for specific proposals.

#### Training and development:

- Providing coaching, training and development for line managers

#### Monitoring

- Continued monitoring of equality impacts: the impact of these changes will be monitored by HR in collaboration with other stakeholders as part of the council's commitment to its' equalities objective.

#### Welfare and support

- Access to Occupational health and counselling support
- Improving access to flexible working opportunities where possible, including condensed hours, flexible start and end time as well as part time working.
- We are a Timewise accredited council meaning we offer a flexible working where possible to employees. Our good practice in supporting carers has recently been recognised in 2014 by 'Working Families' and we have also been awarded a London Health Workplace Charter award at 'Achievement' level, demonstrating our commitment to the health and wellbeing of our staff.
- Stress management support and counselling services will be offered to staff and managers to help them cope with the additional pressures that structural change may bring.

#### Engagement

- Ongoing engagement with staff equality forums and with recognised trade unions to ensure they can advise and support staff where appropriate
- Developing appropriate strategies to support organisational change

## **Annex A: Public Sector Equality Duty**

Section 149 of the Equality Act 2010 provides that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to —

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) tackle prejudice, and

(b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are —

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

(8) A reference to conduct that is prohibited by or under this Act includes a reference to —

(a) a breach of an equality clause or rule;

(b) a breach of a non-discrimination rule.

(9) Schedule 18 (exceptions) has effect.

## Wellbeing initiatives

When	Initiative
Numerous dates	<p><b>Mental Health Training</b></p> <ul style="list-style-type: none"> <li>- Mental Health Awareness for managers</li> <li>- Mental Health Awareness</li> <li>- Mental Health First Aid</li> <li>- Youth Mental Health First Aid</li> </ul> <p>At least 256 members of staff have been trained in 2017/18 and the first three quarters of 2018/19, this does not include staff that have attended the open courses. All courses opened to staff have been completely full, with plans to continue the training in 2019.</p>
8 <sup>th</sup> November 2017	<p><b>Newington Barrow Way Health Fair</b></p> <p>Attended by over 90 members of staff, event consisted of marketplace with stalls (e.g. unions, volunteering, stop smoking services, HR) and drop-in lunchtime sessions (i.e. chair yoga, dance class, Ted Talk).</p>
December 2017 – February 2018	<p><b>Mental Health Focus Groups for Staff and Managers</b></p> <p>There was a total of nine focus groups, spanning all offices (i.e. cottage road, 222 Upper Street, Town Hall and Newington Barrow Way). They were conducted to gather staff and manager feedback on sources of excessive pressure, ways of coping and ideas about ways to reduce excessive pressure in the workplace, ultimately to inform the staff mental wellbeing action plan.</p>
March – April 2018	<p><b>Staff healthy eating lunchtime sessions</b></p> <p>Three lunch time sessions were held in conjunction with the National Public Health England healthy eating campaign, the topics included Sugar Smart, myth busting and eating well at work. These were well attended, and healthy eating posters were created and posted on every lunch area in the offices.</p>
24 <sup>th</sup> April 2018, and quarterly	<p><b>First Workforce Wellbeing Steering Group Meeting</b></p> <p>A Workforce Wellbeing Steering Group was created, with senior representation from each of the directorates, staff forum chairs, health and safety, leisure, etc. This group meets quarterly to discuss staff wellbeing across the Council, co-sponsored by the Director of Public Health and Director of Human Resources.</p>
15 <sup>th</sup> May 2018, and monthly	<p><b>First Mental Wellbeing Champions meeting</b></p> <p>Mental wellbeing champions network was created, with all staff passionate about mental health invited. This group meets monthly, with the aim of sharing good practice of mental wellbeing at the team level across the Council. Each meeting is themed, with external guests being invited. Topics have included stress risk assessment, mental health first aid training, mental health champions in the community, etc. Champions have also begun to organise their own workplace wellbeing initiatives, for example Winter Wellbeing Crafts at lunch time in December 2018.</p>
4 <sup>th</sup> June – 13 <sup>th</sup> July 2018	<p><b>Take a Walk – Staff Walking Challenge</b></p> <p>Over 500 Council staff took part in this challenge, which was to walk at least 30 minutes briskly every day for seven weeks, with weekly and overall challenge sponsored prizes (e.g. spa vouchers, team breakfasts). Teams were formed across the Council, including CMB.</p>

	Over the seven weeks, survey results pre and post challenge suggested improvement in activity during the week, stress levels and views of the Council as an employer.
October 2018	<b>Launch of Staff Mental Wellbeing Action Plan &amp; Staff Wellness Hour Trial</b> In a Friday Feature, the Staff Wellbeing Action Plan was launched, which includes actions for all staff, reflecting on the feedback provided as part of the staff and manager focus groups. Moreover, the Staff Wellness Hour trial was launched, for teams, where possible, to trial one hour each week where they took part in a wellness activity. The trial will continue until March 2019.
10 <sup>th</sup> October 2018	<b>World Mental Health Day Staff Wellbeing Fair &amp; Wellbeing Sessions</b> Attended by over 100 members of staff, event consisted of marketplace with stalls (e.g. unions, volunteering, stop smoking services, HR) at the Town Hall and lunchtime sessions across three offices, these included meditation, personal resilience, mental health pub quiz, yoga, etc.
18 <sup>th</sup> October 2018	<b>World Menopause Day Café</b> First meeting of staff interested improving workplace health for those living with or supporting those with menopause. A menopause group was created on Yammer, with membership from the staff Women's Forum and future events will be planned by members of this group.
5 <sup>th</sup> December 2018	<b>Winter Crafts Wellness Hour</b> Led by the staff wellbeing champions, this was an opportunity for staff to trial a wellness hour through crafts during a lunch hour.

#### Upcoming Initiatives

When	Initiative
January 2019	<b>CSSC drop-in sessions</b> CSSC Sports & Leisure membership provider to provide drop-in sessions to inform staff of their offer (e.g. English Heritage membership, discounted movies).
January – February 2019	<b>Health Check Kiosk roadshow</b> Health Check Kiosk will be set up at various offices (e.g. cottage road, Newington barrow way) throughout the months to enable staff in all buildings to access. The check includes BMI, blood pressure, etc.
February 2019	<b>Time to Talk Month – Wellness Wednesdays</b> This will be a series of wellness activities organised by the staff wellbeing champions.
February 2019	<b>Launch of Wellness Fund</b> This will provide the opportunity for teams to bid for money to run their own wellness activity (e.g. mindfulness, yoga, meditation, craft supplies).
Spring 2019	<b>Launch of internal staff benefits brand</b> This is jointly being developed with internal communications and learning and development, to make staff benefits more accessible and easily understandable for staff. This will include strategic promotion of the Employee Assistance Programme services.
June-July 2019	<b>Second annual walking challenge</b>

	Much like 2018, this will involve teams to participate in teams and take part in brisk walking for seven weeks.
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**Resources Department**  
**7 Newington Barrow Way, London N7 7EP**

**Report of: Corporate Director of Resources**

<b>Meeting of:</b>	<b>Date</b>	<b>Agenda item</b>	<b>Ward(s)</b>
<b>Policy and Performance Scrutiny Committee</b>	<b>February 2019</b>		
<b>Delete as appropriate</b>	<b>Exempt</b>	<b>Non-exempt</b>	

## **Subject: Islington Council’s use of Agency Workers**

### **1. Synopsis**

1.1 This report provides Policy and Performance Scrutiny Committee with a progress report on the council’s use of agency workers.

### **2. Recommendations**

2.1 To note the information provided in this report and the progress to reduce the use and cost of agency workers.

### **3. Background**

3.1 The Policy & Performance Scrutiny Committee commissioned a review in 2013/14 of the council’s use of agency workers. The Committee agreed a number of recommendations which were considered by the Executive. The Executive agreed that a bi-annual update should be provided to the Committee on the council’s use of agency workers and its implementation of the actions agreed by the Executive in response to the Committee’s recommendations. This is the eighth such report.

### **4. Spend on agency workers**

4.1 **Appendix 1** shows the spend on agency workers by department since November 2014. There has been a significant reduction in total spend equating to over £13m over the 4-year period. In the first 9 months of the delivery of the contract by the council’s new supplier, Reed, the spend on agency workers has continued to reduce to £14.846m. If the spend continues at the same level for the next 3 months, the annual spend will be approximately £19.795m, which will represent a further reduction of £3m, or another 13.2% on the previous year (March 17 to February 18). Indeed it will be the first time for at least a decade that the council’s annual spend on agency staff has been below £20m. It stood at £27m in 2014. Costs are falling due to reduced reliance on agency workers,

particularly to cover more senior roles, and better control of pay and agency charge rates by the Council's managed service provider, Reed.

## 5. Use of agency workers

	Live agency assignments	Agency workers as a percentage of the workforce
November 2018	692	12.69%
April 2018	635	13.65% *
September 2017	735	13.65%
June 2017	611	12.94%
October 2016	763	14.04%
May 2016	720	13.6%
September 2015	807	14.7%
June 2015	972	17.39%

\*previously reported as 14.03%

5.1 **Figure 1** above shows the number of agency worker assignments in reporting months between June 2015 and November 2018. Live worker assignments represent a single engagement of a worker. One agency worker may undertake more than one assignment in a given month. For example, a manual worker in Public Realm covering shifts in different teams will have each shift counted as a separate assignment. Hence, this figure will always be higher than headcount.

At 30<sup>th</sup> November 2018, there were 692 live agency worker assignments, compared to 635 on 30<sup>th</sup> April, 2018. This represents an increase of 9% since April, although it is still an overall reduction of 28.8% since June 2015.

Increases in live assignments often result from a need for additional capacity to cover shifts due to absence. The spike in live assignments in November partly reflects an increase in sickness absence in October and November. Analysis of live assignments by department is reported below.

5.2 Figure 1 also shows the number of agency workers as a proportion of the total workforce. Based on headcount, agency workers made up 12.69% of Islington Council's workforce as at 30<sup>th</sup> November, 2018 compared to 17.39% of the council's workforce as at June 2015. The figure at November 2018 is the lowest proportion of the total workforce recorded since June 2015 and compares very favourably to a median figure of 14.47% (based on headcount) recorded for all London councils in 2016/17, which was the last time that London Councils produced these figures.

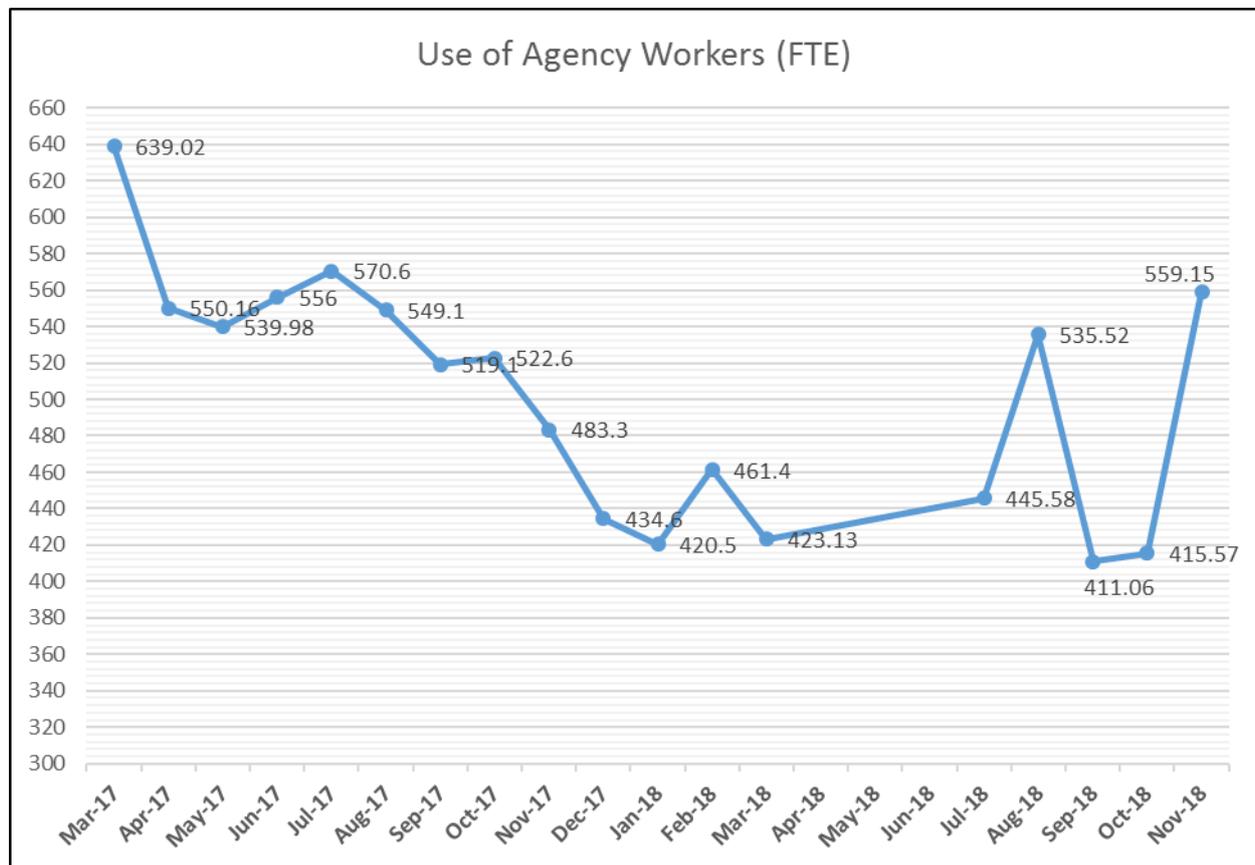
5.3 Furthermore Islington delivers the majority of its services directly, whereas many other London Boroughs do not. This model relies heavily on 'manual workers' and 'trades operatives' and requires an agile workforce with the ability to increase capacity rapidly, when needed, in order to maintain service delivery. When the numbers of agency workers are adjusted to exclude the two roles that deliver these services, the proportion of agency workers as a percentage of Islington Council's headcount is reduced further still.

5.5 Figure 2 below shows the number of full-time equivalent (fte) workers engaged over the course of each month, dating back to March 2017. This demonstrates a

reduction in the number of FTE agency workers from 639.02 in March 2017, to 559.15 in November 2018. However, there has been some fluctuation in numbers over the summer months, with numbers increasing in August (535 FTE's) then dipping in October (415.57 FTE's) before increasing to 559.15 in November. In overall terms, the trend is a reduction of just over 12% in 18 months. However, when November FTE numbers are compared to the last report in April, there is an increase of 113.57 FTE's, representing 2.4%.

5.6 The pattern of FTE's is variable when compared on a month by month basis. This reflects demand, and also Reed's management reporting information which is based on a calculation of the pay days in each month and results in some 5 week months. HR is currently talking to Reed about the possibility of providing data based on a 4 week period. This should iron out the peaks and troughs and more clearly show the trend. Nevertheless, consideration needs to be given to further measures to reduce dependence, so that the results achieved so far can be accelerated. Proposals for further reduction are outlined below.

Figure 2. Monthly use of Agency Workers (FTE)



Source: Reed (Nov 18)

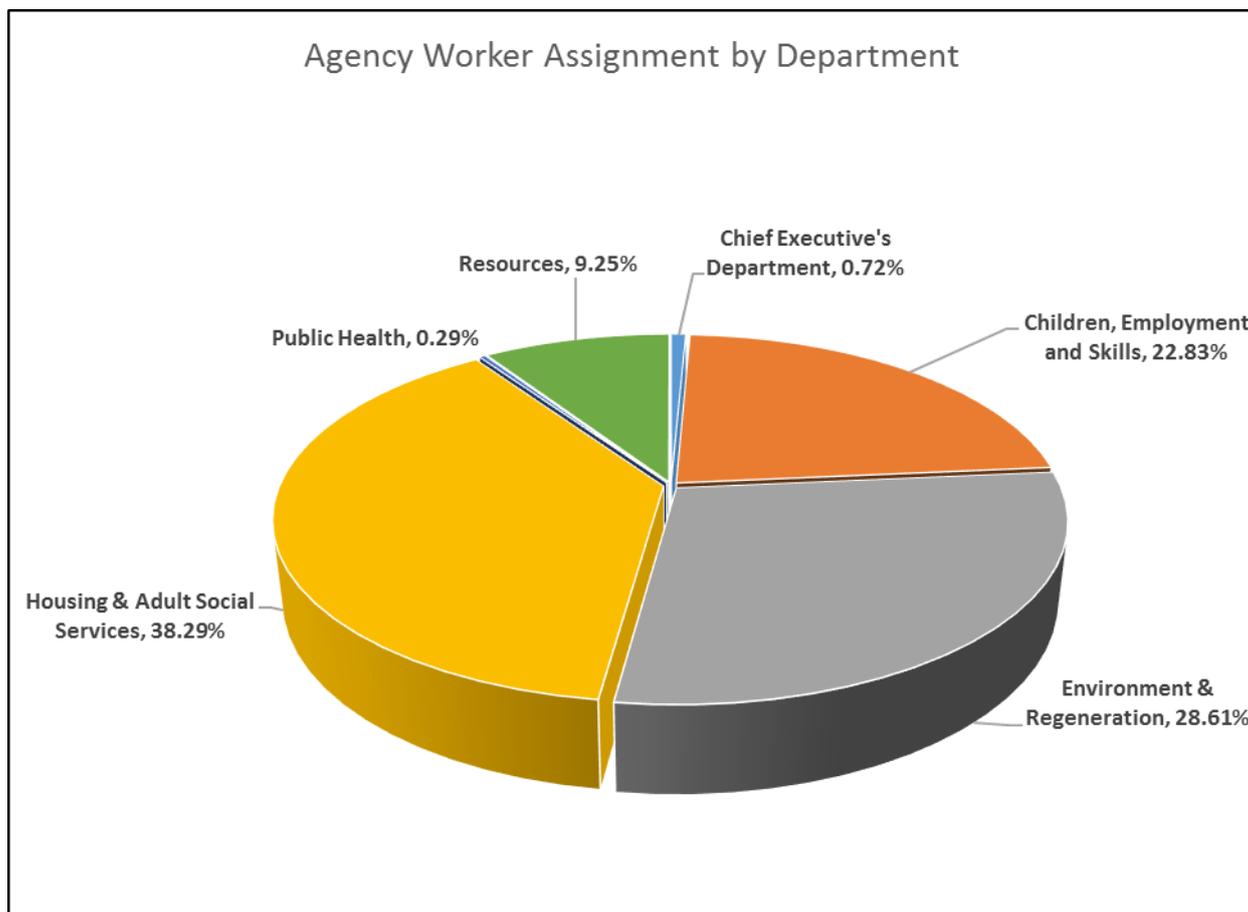
5.7 Use of agency workers by department

The number of agency worker assignments by department during November 2018 is shown at **Appendix 3** and Figure 3 below. This figure relates to the number of occasions on which agency workers were engaged (assignments), not the full-time equivalent figure. There is increased use of agency workers

across all departments in November compared to April, with the exception of Environment and Regeneration where use of agency workers in November is lower than in April.

- 5.8 HASS and E&R, which are both large departments, continue to depend on agency workers to provide services that are highly responsive to resident needs. Numbers in Environment and Regeneration have not changed significantly. On 30<sup>th</sup> November, the department had 198 assignments compared with 199 in the last report. Assignments in HASS have increased from 252 in the last report at April 2018 to 265 live assignments in November. The largest increase was in Adults Social Care and this may be attributable to sickness absence requiring additional agency worker cover for shifts during the month. HR will be working with managers to find alternative ways of resourcing social work roles.
- 5.9 The largest increase in live assignments in November was in Children, Employment and Skills. The department had 158 live assignments in November 2018, compared to 110 in April. Twenty - six of the new assignments were in Early Years and Childcare. The reason for this increase is that the agencies which had previously been providing these workers to early year's settings, outside of the Reed contract, joined the Reed supply chain. The benefit is that agency worker pay and agency charges are managed and compliance with legislation is assured.

Figure 3: Islington agency assignments for November 2018



## 5.9 **Types of assignments undertaken**

**Appendix 4** sets out the roles undertaken by agency workers during November 2018, shown by department. The categories of roles are those available for selection when entering an assignment onto the Reed system.

The number of agency workers covering roles in all job categories has generally increased since April, with the exception of the manual worker and legal categories where numbers have reduced. Manual worker roles have reduced by 12 and legal roles by 6.

The biggest increase in the type of assignment undertaken is in Qualified Education roles and this is due to agency suppliers providing workers to Early Years Children's centres coming into the Reed supply chain.

The Admin and Clerical category has also increased from 49 to 67. This is expected to reduce to small numbers, once the admin review is completed.

## 5.10 **Progress towards meeting departmental targets**

The analysis of service requirements for agency workers has led to the adoption of departmental targets for the use of agency workers with the aim of achieving a long-term annual average target of 10%. The agency worker strategy identifies a medium term target of 11.7% based on departmental use and the actions being taken to reduce deployment. Current progress against the medium-term target is 12.69%.

Target rates and performance figures are based on headcount. Following a number of departmental restructures in recent years and the creation of the new People's Directorate the departmental targets will be reviewed and performance reported in the next report to Scrutiny.

## 6. **Reducing the use of agency workers**

### 6.1 **IR35**

There have been no further changes to IR35 in the public sector, since its introduction in April 2017. The majority of agency workers supplied by Reed and agencies in its supply chain work within IR35, covering roles that are needed to deliver services.

For every engagement of an agency worker, the hiring manager is required to use the HMRC tool to assess whether the role falls inside or outside IR35 before it is advertised.

In the summer, HR guidance on IR 35 was updated and made available on the intranet to all managers. Managers are required to maintain a copy of the test result and to send a copy to HR where a central record is held of all roles that are outside IR35. Following an internal audit of the process, HR is working with department leads for recruitment to ensure records are maintained and copies of the outcome of the HMRC tool are sent to HR.

## 6.2 Management Information

The council's managed service provider, Reed, continues to provide comprehensive monthly information on spend, numbers of live agency worker assignments, and FTE agency workers. This information is provided by department, and by category of roles and has been used to generate this report.

A small but important difference between data provided by Reed and that provided by the council's previous provider Comensura is that Reed provide data based on timesheet dates in the month which results in a 5-week month every quarter. Reed are looking at changing reporting to provide figures on a 4-week basis. This will even out the peaks and troughs in the monthly figures and will enable managers to more easily see trends in figures.

Reed can also provide headcount figures, that is the number of workers on assignment(s) each month rather than the number of live assignments and this would provide data that is more closely aligned to how the council monitors its own workforce. This is currently being discussed with Reed with a view to changing the way data is provided from April 2019.

## 6.3 Principles for the use of agency workers

The Director of HR along with the Chief Executive, Corporate Directors, and the Executive Member for Finance, Performance and Community Safety, developed a set of principles, intended to support the reduction in dependence on agency workers. This is attached at **Appendix 5**.

These principles provide a framework and guidance for managers and the HR service and their use has helped achieve reductions in the use of agency workers since their introduction in April 2017.

Further reduction will be achieved through our apprenticeship programme. We are encouraging apprentices into front line roles providing training and career opportunities in areas where there is a dependence on agency workers. Our upskilling programme 'Fuse' opens up progression opportunities for existing employees and we are using this programme to target filling some of the higher level posts currently covered by agency workers.

We will reduce our agency worker numbers further through the introduction of a 'temp to perm' policy. This will enable agency workers who perform well and are looking to build long term careers to apply to become permanent members of staff. There would be no additional agency charges providing that the agency worker has been working for the council for 13 weeks. A proposal for a 'temp to perm' policy is set out below.

## 6.4 Improving recruitment

We are reviewing recruitment processes to find ways to make them more efficient.

We are also working closely with colleagues in Digital Services to review the Trac recruitment system to identify if improvements can be made to improve management information and make it more user friendly. Alternatively,

opportunities for adding a recruitment module to the Northgate HR system will be considered. This will provide the advantage of holding all information on one system ahead a future move to an integrated ERP Finance and HR system.

#### **6.5 Other measures to reduce the use of agency workers – ‘Temp to Perm’ policy.**

To further reduce the council’s reliance on agency workers and associated costs the HR service proposes a temp to perm policy is introduced. This will be open to all agency workers who have been working on an assignment for more than 12 weeks. In these cases, no fee will be payable to the agency where the worker is subsequently engaged on a permanent or fixed term contract.

The temp to perm policy will not be available for roles that are subject to review for example those in scope of the current admin review.

#### **Benefits of this approach will be:**

- A reduction in the number of temporary agency workers engaged by the council.
- A reduction in associated agency costs as well as costs of vacancies and training.
- The offer of permanent work to agency workers who are looking to build long term careers working in the council
- Temporary workers will identify with the council and will have an increased feeling of belonging to the team, which helps integration
- Managers will be better able to plan for the future of their teams, and build capability, due to their increased ability to retain team members.

#### **Proposal**

This process will apply to all agency workers who have been in post for more than 3 months and who:

1. Provide satisfactory references from their previous employer(s) as required for the role they are undertaking.
2. Have the right to work in the UK, including commitment to apply for settled status where they are EU nationals
3. Hold current DBS checks that are less than 12 months old as required for the role they are undertaking

Agency workers who meet the above criteria will have the right to apply to a fixed term or permanent post provided that:

- There is a budgeted post in the establishment
- There is no one in the redeployment pool who is suitable for the role or who could be trained as part of a trainee apprenticeship
- A local person has been considered for the role as an apprenticeship

#### **How this will work**

The manager satisfies him/herself that the above criteria are met and considers redeployees and apprenticeships/upskilling opportunities first.

The council's managed service agency supplier Reed, provides confirmation of compliance with legislation and copies of previous references

The manager provides a reference for the agency worker covering the time they have been working for the council

The role is advertised on the council's internal system for 5 days

There is an accelerated interview process where all applicants are considered

Successful applicants which may or may not be the agency worker are offered the position within 4 weeks of the post being advertised

Contracts are issued and a start date agreed within 4 weeks of the post being advertised. If the appointment is to an agency worker the worker continues in post during that time.

The end to end process takes no longer than 12 weeks.

To assure its success the process will require a dedicated resource. It is envisaged that this resource will come from the existing recruitment team.

All temp to perm proposals will be subject to approval by members of CMB.

## **7. Contract update**

Since April, a number of changes have been made to the delivery of the agency worker contract. At the depot, Cottage Road, there has been a change in arrangements for the deployment of agency workers on bin crew shifts. Previously the main supplier of agency workers, Cue, maintained a presence at the depot to ensure that there was always a supply of agency workers to cover shifts and the administration of timesheet hours. Since January, Cue no longer has a presence at the depot, although the agency is still the major supplier of workers. Managers are taking over the administration of agency needs and reporting their requirements directly to Reed. This is in its early days and the supply is being monitored closely to ensure service needs are being met.

Off contract spend, including Early Years Childcare has been brought on to the supply chain, ensuring compliance with legislation and with contract pay and charge rates.

Compliance with pay rates continues to be upheld and as a result agency workers are mainly paid the same rates as employees for the jobs they are covering. This is resulting in savings on the contract price.

## **8. Implications**

### **Financial implications:**

None arising directly from this report.

### **Legal implications:**

None arising directly from this report.

**Environmental Implications:**

None arising directly from this report.

**Resident Impact Assessment:**

There is no impact on residents as a direct result of this report.

An equalities analysis of agency workers, as at 30<sup>th</sup> November 2018 is set out below. However, the data set is not at a stage where any meaningful analysis can be carried out as there is a high percentage of undisclosed information. Discussions have taken place with the provider and it has been agreed that efforts will be made to increase the information collected.

- Gender

The percentages for those who have declared their gender are: Females 15.2%, Males 14.8%.

- Disability

The percentage of agency workers declaring a disability is 0%.

- Age

The age distribution of the agency workers is set out in the table below (Figure 5), shows that agency workers are on average younger than the council's employees. 5% of agency workers are under 25.

Figure 5: Age profile of agency workers

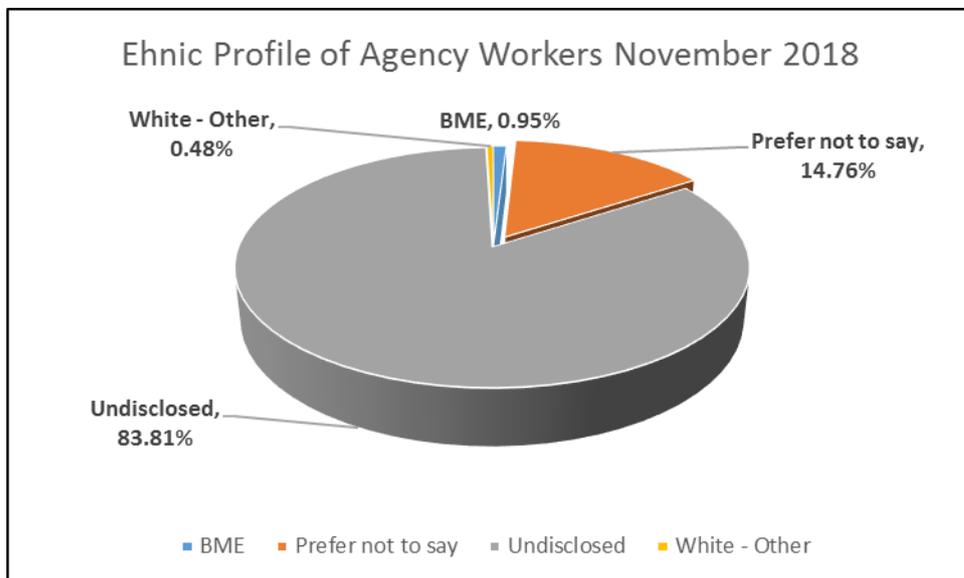
Age	18-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
%	5%	11%	12%	12%	11%	15%	15%	11%	6%	3%

Source REED November2018

- Ethnicity

81% of agency workers have not disclosed their ethnicity. As with the other equalities information, the provider has advised that efforts will be made to gather meaningful data.

Figure 6: Ethnic profile of agency workers



Source: REED November 2018

## 9. Conclusion

Sustained reductions in the cost of agency workers are being achieved. Proposals for further reductions in the numbers of agency workers are included.

Final report clearance: **Signed by:**

Acting Director of Human Resources

January, 2019

Report author: Ruth Phillips  
Interim Head of OD

## Appendix 1

### Spend on agency workers from November 2014 to November 2018

Period	Spend by Department						Total Spend
	Chief Executive's	Children's Services	Environment and Regeneration	Resources	Housing and Adult Social Services	Public Health	
March 18 to November 18	£82,981.94	£3,001,217.46	£4,617,556.41	£1,245,682.00	£5,834,784.48	£64,295.72	£14,846,518.01
March 17 - February 18	£102,774	£4,598,685	£6,538,253	£2,788,763	£8,720,135	£54,892	£22,803,504
October 16 - September 17	£70,225	£4,531,693	£6,582,567	£4,419,512	£10,360,323	£185,849	£26,150,171
November 15 - October 16	£526,101	£3,845,127	£5,506,032	£5,078,407	£12,001,568	£107,836	£27,065,071
November 14 - October 15	£415,499	£4,200,612	£6,262,262	£4,531,437	£12,311,011	£76,953	£27,797,773

Appendix 2

USE OF AGENCY WORKERS BY ISLINGTON COUNCIL

		Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
<b>Chief Executives Department</b>	FTE (35 hour week)	1	1	0.8	0.7	0.8	0.65	2.74	2.98	3.25	2.63	2.55	2.63
	# Active Assignments	1	2	2	1	1	1	3	3	3	4	3	5
<b>Children, Employment and Skills</b>	FTE (35 hour week)	77.03	73.1	77.4	75.2	73.17	77.02	92.93	76.46	84.47	64.74	70.57	98.02
	# Active Assignments	123	123	132	121	110	99	104	108	106	103	107	158
<b>Environment and Regeneration</b>	FTE (35 hour week)	147.4	144.7	157.1	152.9	156.41	160.20	200.98	150.91	189.14	144.55	140.17	181.96
	# Active Assignments	244	211	202	204	199	194	213	201	202	196	188	198
<b>Housing and Adult Social Services</b>	FTE (35 hour week)	166.4	163.7	186.4	157.4	154.32	168.44	205.09	177.19	213.35	163.10	168.43	226.76
	# Active Assignments	285	273	276	257	252	225	243	245	263	241	240	265
<b>Public Health</b>	FTE (35 hour week)	0	1	1	0.4	1	1.81	2.10	1.58	1.28	2.20	1.55	2.31
	# Active Assignments	0	1	1	2	2	2	2	2	2	3	2	2
<b>Resources</b>	FTE (35 hour week)	42.5	37.1	38.7	36.6	33.89	31.00	42.21	36.46	44.03	33.84	32.30	47.47
	# Active Assignments	77	72	75	70	71	50	57	59	62	58	61	64
<b>Total</b>	FTE (35 hour week)	434.6	420.5	461.4	423.13	432.75	439.112099	546.05	445.58	535.52	411.06	415.57	559.15
	# Active	730	682	688	655	635	571	622	618	638	605	601	692



### Appendix 3: Number of agency worker assignments by department

Agency worker assignments by service for November 2018

Service Area	Count
<b>Chief Executive</b>	<b>5</b>
Communications & Change	5
<b>Children, Employment and Skills</b>	<b>158</b>
Employment, Skills and Culture	10
Learning and Schools	58
Partnerships & Support Services	18
Safeguarding and Family Support	61
Youth & Community	11
<b>Environment &amp; Regeneration</b>	<b>198</b>
Planning & Development	18
Public Protection	2
Public Realm	178
<b>Housing &amp; Adult Social Services</b>	<b>265</b>
Adult Social Care	138
Directors Support Unit	3
Housing Needs and Strategy	14
Housing Operations	32
Housing Property Services	54
Housing Repairs	5
Strategy & Commissioning	19
<b>Public Health</b>	<b>2</b>
Public Health	2
<b>Resources</b>	<b>64</b>
Corporate I&E ?	1
Digital Services	4
Finance Directorate	2
Financial Management	1
Financial Operations & Customer Service	40
Human Resources	5
Law and Governance	11
<b>Grand Total</b>	<b>692</b>

## Appendix 4 - Agency worker roles

### Job Categories of Agency workers for November 2018

Job Category	Chief Executive	Children, Employment and Skills	Environment & Regeneration	Housing & Adult Social Services	Public Health	Resources	Grand Total
Admin and Clerical	0	39	4	15	0	9	67
Customer Services	0	9	0	0	0	0	9
Education Qualified	0	37	0	0	0	0	37
Education Unqualified	0	5	0	0	0	0	5
Engineering and Surveying	0	0	6	20	0	2	28
Facilities and Environmental Services	0	0	7	0	0	4	11
Financial	0	3	0	0	0	10	13
Housing, Benefits and Planning	0	0	12	28	1	2	43
Human Resources	0	1	1	1	0	3	6
Information Technology	0	1	0	1	0	5	7
Interim Executive	0	0	1	4	0	2	7
Legal	0	0	0	2	0	9	11
Manual Labour	0	1	160	30	0	13	204
Marketing	5	0	0	0	0	0	5
Social and Healthcare Qualified	0	46	0	59	1	0	106
Social and Healthcare Unqualified	0	15	0	81	0	5	101
Trades and Operatives	0	1	7	24	0	0	32
<b>Grand Total</b>	<b>5</b>	<b>158</b>	<b>198</b>	<b>265</b>	<b>2</b>	<b>64</b>	<b>692</b>



**Principles for reducing the  
use of agency workers**

**May 2017**

## **Principles for reducing Islington Council's use of agency workers**

**The council has a presumption against the use of agency workers, preferring in all but exceptional circumstances to seek to recruit to permanent or fixed-term employment contracts.**

The reasons for this position are as follows :

- The council wishes to act as a responsible and ethical employer, providing opportunities which offer people stability and security for them and their families;
- The council offers terms and conditions of employment which reflect its commitment to reducing poverty and inequality, and to making Islington a fairer place;
- Unless used in conjunction with planned knowledge transfer, a high use of agency workers undermines efforts to build organisational and individual capability and does not allow for effective succession planning;
- An extensive use of agency workers carries significant risk in view of the facility with which workers can terminate contracts; and a potentially transient workforce will be less motivated and less committed to the council's vision and values.

**The council's operating principles regarding the use of agency workers are:**

- Wherever possible, agency workers will not be engaged on contracts longer than 12 months;
- Agency workers may be required on a short term basis to maintain frontline operational services such as refuse, recycling, social care, and for short-term externally funded projects or to support income generation;
- Large-scale programmes which require specific skills most appropriately sourced through agency contracts will specify the extent of the requirement during the planning stage of the programme;
- Where agency workers are engaged, recruitment on a permanent or fixed-term basis will be undertaken concurrently, except when the need is for periods shorter than three months;
- Managers will endeavour to convert current agency workers' contracts to fixed-term contracts where possible.
- The use of agency workers, other than for emergency cover, should only be authorised by corporate directors;
- Where agency workers are used to cover hard-to-recruit-to posts, advice should be sought from HR on alternative strategies to develop a sustainable workforce;
- Options for reviewing remuneration will be pursued rather than engaging agency workers where remuneration is believed to be an obstacle;
- Managers will not engage agency workers to cover clerical and administrative roles for longer than 3 months;
- Extensions to agency contracts beyond three months must be agreed by corporate directors and authorised by the chief executive;
- Unless there is a compelling and exceptional reason for so doing, agency workers will not be engaged on successive assignments.

**Human Resources undertakes to support the reduction of the use and cost of agency workers in the following ways.**

**Effective recruitment to permanent/fixed-term contracts**

- The introduction of the new recruitment approvals process makes recruitment more efficient and easily monitored. This will continue with the implementation of the e-form and People Dashboard, which will allow managers easily to monitor the progress of their recruitment campaigns.
- Working with systems providers, HR undertakes to provide management information on key measurables relating to recruitment.
- The Recruitment Team offers recruitment roundtable meetings with managers to focus on large-scale campaigns or hard-to-fill posts.
- Alternative approaches to resourcing are being trialled when potential candidates may be unfamiliar with public sector recruitment.

**Reward and remuneration measures that support permanent recruitment in a competitive employment market**

- Human Resources will support applications for market supplements in posts where the council's salary levels are thought to be uncompetitive.
- A total reward statement will be developed to enable managers to demonstrate the value of non-financial as well as financial elements of the reward offer.

**The development and implementation of departmental workforce plans**

- Human Resources will support the development and advise on the implementation of departmental people plans to ensure a planned approach to resourcing and development.

**Supporting the effective management of sickness absence and focusing on wellbeing**

- Working alongside managers, Human Resources will support the effective management of sickness, to seek to reduce absences, including targeted projects in services where absences are particularly high.
- Human Resources will work to increase the effectiveness of the occupational health service, including procuring a new provider.
- There will be an increased focus on promoting well-being at work, drawing together the total offer and increasing its profile.
- The Managing Attendance policy will be reviewed, to ensure that managers have the best tools with which to manage sickness absence.

**Effective management of the agency workers contract**

- Human Resources will continuously work closely with the provider to seek to offer more options to reduce the use and cost of agency workers.

**Increasing the provision of management information**

- The People Dashboard will provide managers with information at their fingertips on the number of agency workers, progress on recruitment campaigns, progress with appraisals and sickness absence. This will enable managers to manage more effectively through evidence-based decision-making.

**Increasing management capability**

- High-quality learning will continue to be provided to build management capability and support managers' ability effectively to apply the council's policies and procedures, including attendance management, recruitment and selection, and performance management.

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**Governance and Human Resources**

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

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

Meeting of	Date	Agenda Item	Ward(s)
<b>Policy and Performance Scrutiny Committee</b>	14 February 2019	G1	All

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

**1. Synopsis**

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

**2. Recommendation**

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

**3. Background**

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

PTO

## **4. Implications**

### **4.1 Environmental Implications**

None specific at this stage

### **4.2 Legal Implications**

Not applicable

### **4.3 Financial Implications**

None specific at this stage

### **4.4 Equality Impact Assessment**

None specific at this stage

Final Report Clearance

Signed by

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Interim Director of Law and Governance

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Date

Received by

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Head of Democratic Services

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Date

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

# FORWARD PLAN OF KEY DECISIONS

**DRAFT**



# ISLINGTON

## **KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 21 MARCH 2019 AND BEYOND**

Page 93

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

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

Published on 4 February 2019

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 21 MARCH 2019 AND BEYOND

This document sets out key decisions to be taken by the Executive within the next 28 days, together with any key decisions by Committees of the Executive, individual Members of the Executive and officers. It also includes potential key decisions beyond that period, though this is not comprehensive and items will be confirmed in the publication of the key decisions document 28 days before a decision is taken.

It is likely that all or a part of each Executive meeting will be held in private and not open to the public. This may be because an appendix to an agenda item will be discussed which is likely to lead to the disclosure of exempt or confidential information. The items of business where this is likely to apply are indicated on the plan below.

If you wish to make representations about why those parts of the meeting should be open to the public, please contact Democratic Services at least ten clear days before the meeting.

The background documents (if any) specified for any agenda item below, will be available on the Democracy in Islington web pages, five clear days before the meeting, at this link - <http://democracy.islington.gov.uk/> - subject to any prohibition or restriction on their disclosure. Alternatively, please contact Democratic Services on telephone number 020 7527 3005/3184 or via e-mail to [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk) to request the documents.

If you wish to make representations to the Executive about an agenda item, please note that you will need to contact the Democratic Services Team on the above number at least 2 days before the meeting date to make your request.

**Please note that the decision dates are indicative and occasionally subject to change. Please contact the Democratic Services Team if you wish to check the decision date for a particular item.**

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

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

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Improving Air Quality - Diesel Surcharge Changes	All	Executive	17 January 2019	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>
2. Page 95	Confirmation of the Office to Residential Article 4 Direction for the Central Activities Zone	All Wards	Executive	17 January 2019	None	Open	Karen Sullivan <a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>  Councillor Asima Shaikh, Executive Member for Inclusive Economy and Jobs <a href="mailto:asima.shaikh@islington.gov.uk">asima.shaikh@islington.gov.uk</a>
3.	Procurement strategy for supply of natural gas and electricity	All Wards	Executive	17 January 2019	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
4.	Contract award for Alternative Resourcing Arrangements (LGRP)	n/a	Director of Financial Management (Section 151 Officer)	25 January 2019	None	Open	Peter Horlock <a href="mailto:peter.horlock@islington.gov.uk">peter.horlock@islington.gov.uk</a>

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
5.	Procurement strategy and contract award for consultants on transport and parking projects	All	Corporate Director Environment and Regeneration	25 January 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>
6.	Procurement strategy for electric vehicle charging points	All Wards	Corporate Director Environment and Regeneration	28 January 2019	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>
7.	Contact award for Housing Repairs Service Vehicle Fleet	All	Interim Corporate Director of Housing and Adult Social Services	22 February 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>

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

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

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
8.	Engagement of suppliers of apprenticeship training course delivery for Islington Council employees	n/a	Interim Corporate Director of Resources	5 February 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Nicki Beardmore <a href="mailto:Nicki.beardmore@islington.gov.uk">Nicki.beardmore@islington.gov.uk</a>
9.	Business case for the regionalisation of adoption in north London	All Wards	Executive	7 February 2019	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>
10.	Procurement strategy for the operation, delivery and facilities management of Islington's 12 adventure playgrounds	All	Executive	7 February 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>

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

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
11.	Contract award for the construction of 27 new homes at 17- 23 Beaumont Rise N19	Hillrise	Executive	7 February 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
12.	Appropriation of land for planning purposes - Charles Simmons House	Clerkenwell	Executive	7 February 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
13.	Compulsory Purchase Order for building programme on the Triangle Estate, EC1	Bunhill	Executive	7 February 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
14.	Homelessness Prevention Strategy	All Wards	Executive	7 February 2019	None	Open	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
15.	Business Rates Revaluation Relief for 2019/20	All	Executive	7 February 2019	None	Open	Nicki Beardmore <a href="mailto:Nicki.beardmore@islington.gov.uk">Nicki.beardmore@islington.gov.uk</a>  Councillor Asima Shaikh, Executive Member for Inclusive Economy and Jobs <a href="mailto:asima.shaikh@islington.gov.uk">asima.shaikh@islington.gov.uk</a>
16.	School admission arrangements 2020-21	All	Executive	7 February 2019	None	Open	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>  Councillor Joe Caluori, Executive Member for Children, Young People & Families <a href="mailto:joe.caluori@islington.gov.uk">joe.caluori@islington.gov.uk</a>

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
17.	Contract award for Mental Health Recovery Pathway	All Wards	Interim Corporate Director of Housing and Adult Social Services	20 February 2019	None	Open	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
18.	Procurement strategy for the construction of 3 new build houses at Ringcroft St. Mersey Estate, London N7	St Mary's	Interim Corporate Director of Housing and Adult Social Services	22 February 2019	None	Open	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
19.	Contract award for main building contractor - Charles Simmons House	Clerkenwell	Interim Corporate Director of Housing and Adult Social Services	28 February 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
20.	Contract award for the construction of 64 new homes, affordable workshop space and environmental improvements on the Andover Estate N7	Finsbury Park	Interim Corporate Director of Housing and Adult Social Services	28 February 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
21.	Procurement strategy and interim contract extension for CCTV maintenance	All Wards	Corporate Director Environment and Regeneration	1 March 2019	None	Open	Bram Kainth <a href="mailto:bram.kainth@islington.gov.uk">bram.kainth@islington.gov.uk</a>
22.	Contract award for refurbishment works to 173 Highbury Quadrant to produce 3 units that meet Enerphit standards and for the construction of a new build 3 bedroom house built to Passivhaus standards	Highbury East	Interim Corporate Director of Housing and Adult Social Services	4 March 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>

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23.	Contract award for the construction of 8 units at Hanley Crouch	Tollington	Interim Corporate Director of Housing and Adult Social Services	4 March 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
24.	Contract award for mental health high support accommodation service	All Wards	Interim Corporate Director of Housing and Adult Social Services	20 March 2019	None	Open	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
25.	Tackling Social Isolation and Loneliness	All Wards	Executive	21 March 2019	None	Open	Julie Billett <a href="mailto:julie.billett@islington.gov.uk">julie.billett@islington.gov.uk</a>  Councillor Kaya Comer-Schwartz, Executive Member for Community Development <a href="mailto:kaya.comerschwartz@islington.gov.uk">kaya.comerschwartz@islington.gov.uk</a>

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26.	Appropriation of land for planning purposes - Hanley Crouch Community Centre	Tollington	Executive	21 March 2019	None	Open	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
27.	Procurement Strategy for Affordable Workspaces	All	Executive	21 March 2019	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Asima Shaikh, Executive Member for Inclusive Economy and Jobs <a href="mailto:asima.shaikh@islington.gov.uk">asima.shaikh@islington.gov.uk</a>
28.	Air Quality Strategy	All Wards	Executive	21 March 2019	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
29.	Regeneration of Retail Areas - Executive Member's response to the recommendations from the Environment and Regeneration Scrutiny Committee	All	Executive	21 March 2019	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Asima Shaikh, Executive Member for Inclusive Economy and Jobs <a href="mailto:asima.shaikh@islington.gov.uk">asima.shaikh@islington.gov.uk</a>
Page 104	Contract award for main building contractor - Wedmore Estate	Junction	Interim Corporate Director of Housing and Adult Social Services	25 March 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
31.	Award of a pre-construction services contract for the construction of forty five new homes, associated estate improvements and landscaping on Besant Court and Hathersage Court	Mildmay	Interim Corporate Director of Housing and Adult Social Services	25 March 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
	32. Procurement strategy for new build scheme for clients with learning disabilities at Windsor Street	St Peter's	Interim Corporate Director of Housing and Adult Social Services	12 April 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
Page 105	33. Appropriation of land for planning purposes - Wedmore Estate	Junction	Executive	25 April 2019	None	Open	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
	Contract award for the construction of 40 new homes and associated improvements for the Park View Estate, Collins Road , N5	Highbury East	Interim Corporate Director of Housing and Adult Social Services	30 April 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>

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35.	Designation of an area for additional licensing of houses in multiple occupation and selective licensing (Finsbury Park)	Finsbury Park	Executive	23 May 2019	None	Open	Kevin O'Leary <a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
36.	Contract award for the construction of 42 new homes, a new community centre, a new multi-use games area for Zoffany Park and associated estate landscaping improvements for the Elthorne Estate, Sunken Pitch and Community Centre Sites, N19	Hillrise	Interim Corporate Director of Housing and Adult Social Services	28 June 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
37.	Contract award for lift repairs and maintenance in housing and public buildings	All	Interim Corporate Director of Housing and Adult Social Services	15 July 2019	None	Open	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>

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38.	Contract award for emergency lighting	All Wards	Interim Corporate Director of Housing and Adult Social Services	19 July 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
39.	Contract award for the construction of 42 new build homes and improvements to Hathersage Court and Besant Court	Mildmay	Interim Corporate Director of Housing and Adult Social Services	19 July 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maggie Kufeldt <a href="mailto:Maggie.kufeldt@islington.gov.uk">Maggie.kufeldt@islington.gov.uk</a>
40.	Islington's Transport Strategy: Adoption	All	Executive	13 September 2019	None	Open	Karen Sullivan <a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>  Councillor Claudia Webbe, Executive Member for Environment & Transport <a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>

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Membership of the Executive 2018/2019:

Councillors:

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

Portfolio

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

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**POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2018/19**

**25 JUNE 2018**

- 1.Revenue outturn 2017/18**
- 2.Presentation Leader of the Council on Executive priorities 2018/19**
- 3.Quarter 4 Performance report**
- 4. Work Programme 2018/19**
- 5.Call ins - if any**
- 6.Monitoring report**
- 7. Use of Agency Workers**
- 8. New Scrutiny topics – PPS/Review Committees – Approval of topics**
- 9. Crime Statistics**
- 10. Membership and Terms of Reference**
- 11. Thames Water update on Flooding Scrutiny Review**

**04 SEPTEMBER 2018**

- 1. Call ins – if any**
- 2. Monitoring Report**
- 3. Financial update**
- 4. Work Programme 2018/19**
- 5. New Scrutiny Review – Presentation/Approval of SID – Universal Credit**
- 6. Welfare Reforms update**

**11 OCTOBER 2018**

- 1.Call ins- if any**
- 2.Monitoring report**
- 3 New Scrutiny Topic – Universal Credit- Witness evidence**
- 4 Work Programme 2018/19**

**01 NOVEMBER 2018**

- 1. Annual Crime and Disorder report/Crime statistics**
- 2. Financial Monitoring**
- 3. Thames Water Flooding Scrutiny Review – 12 month report back**
- 5. Call ins (if any)**

**13 DECEMBER 2018**

- 1 Call ins – if any**
- 2. Monitoring report**
- 3. Work Programme 2018/19**
- 4. Performance update – Quarter1/2 - Well Run Council**
- 5. Scrutiny Review – Universal Credit – witness evidence**
- 6. Report of Procurement Board**
- 7. Financial Monitoring**

**24 JANUARY 2019**

- 1. Budget 2019/20**
- 2. Call ins- if any**
- 3. Monitoring report**
- 4. Work Programme 2018/19**
- 5. Scrutiny Review – Universal Credit - witness evidence**
- 6. Thames Water – update**
- 7. Financial Monitoring**

**14 FEBRUARY 2019**

- 1. Monitoring report**
- 2. New Scrutiny Review Topic – Universal Credit – witness evidence**
- 3. Work Programme 2018/19**
- 4. Executive Member – Finance, Performance and Community Safety Presentation**
- 5. Call ins – if any**
- 6. Use of Agency staff**
- 7. Council sickness**

1. Call ins – if any
2. Monitoring Report
3. Scrutiny Review – Witness evidence – Universal Credit/Welfare Reforms update
4. Presentation Executive Member Community Development
5. Financial Monitoring
6. iCO -12 month update

**14 MAY 2019**

1. Call ins (if any)
2. Financial update
3. Monitoring report
4. Work Programme 2018/19
5. Scrutiny Review Universal Credit – Draft Recommendations

**06 JUNE 2019**

1. Call ins (if any)
2. Revenue Outturn
3. Membership, Terms of Reference etc.
4. Scrutiny Review – Universal Credit – Final Report
5. Monitoring Report
6. Work Programme 2019/20
7. Approval of new Scrutiny Topics -2019/20
8. Presentation Leader of the Council – Executive Priorities 2019/20
9. Quarters 3/4 - Well Run Council/Crime Statistics

**Forthcoming Items**

**Thames Water – 12 month report – February 2020**



**OUTSTANDING SCRUTINY REVIEWS – UPDATED 5 February 2019**

<b>SCRUTINY REVIEWS 2016/17:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Flooding Scrutiny	Policy and Performance	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Feb	JB 27 Mar 2018 Exec 19 Apr 2018	1 Nov 2018	Kevin O’Leary
Regeneration of Retail Areas	Environment and Regeneration	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - March	JB 23 April 2019 Exec 23 May 2019	TBA	Caroline Wilson
Improving access to psychological therapies	Health and Care	JB 5 Sept 2017 Exec 23 Nov 2017	Nov - Dec	JB 12 Dec 2017 Exec 4 Jan 2018	2 Oct 2018	Natalie Arthur
Housing Services for Vulnerable People	Housing	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Jan	JB 12 Dec 2017 Exec 4 Jan 2018	12 Feb 2019	Paul Byer
Post-16 Education, Employment and Training	Children’s	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Feb	JB 27 Feb 2018 Exec 22 Mar 2018	16 July 2018	Holly Toft

**SCRUTINY REVIEWS 2017/18:**

<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Fire Safety	Housing Scrutiny Committee	JB 27 Feb 2018 Exec 22 Mar 2018	Apr - June	JB 19 June 2018 Exec 19 July 2018	12 Feb 2019	Damian Dempsey & Stuart Fuller
Effectiveness of Communications	Housing Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May - July	JB 17 July 2018 Exec 6 Sept 2018		Paul Byer & Lynne Stratton
New Build Programme	Housing Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May – July	JB 18 Sept 2018 Exec 18 Oct 2018		Stephen Nash
Air Quality and Health	Health and Care Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May - July	JB 17 July 2018 Exec 18 Oct 2018	1 April 2019	Julie Billett
Recycling	Environment and Regeneration	JB 27 May 2018 Exec 14 June 2018	June – Aug	JB 30 Oct 2018 Exec 29 Nov 2018		Matthew Homer
Vulnerable Adolescents	Children’s Services	JB 27 Mar 2018 Exec 19 Apr 2018	July – Oct	JB 17 July 2018 Exec 6 Sept 2018		TBC
None	Policy and Performance	N/A	N/A	N/A		N/A

<b>SCRUTINY REVIEWS 2018/19:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Responsive Repairs	Housing Scrutiny Committee	JB 21 May 2019 Exec 20 Jun 2019				Damian Dempsey & Stuart Fuller
Homelessness	Housing Scrutiny Committee	JB 21 May 2019 Exec 20 Jun 2019				Paul Byer & Lynne Stratton
GP Surgeries	Health and Care Scrutiny Committee	JB 23 April 2019 Exec 23 May 2019				Julie Billett
Volunteers and Resident engagement with Parks and Open Spaces	Environment and Regeneration	JB 21 May 2019 Exec 20 Jun 2019				Barry Emmerson
Permanent and fixed period exclusions from school	Children's Services	JB 21 May 2019 Exec 20 Jun 2019				Candy Holder
Universal Credit	Policy and Performance	JB 23 April 2019 Exec 23 May 2019				N/A

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