



**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 in **COMMITTEE ROOM 4** on **25 July 2019 at 8.00 pm.**

### **N.B. PLEASE NOTE START TIME OF MEETING**

Enquiries to : Peter Moore  
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E-mail : [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)  
Despatched : 17 July 2019

### Membership

#### **Councillors:**

Councillor Rowena Champion (Chair)  
Councillor Troy Gallagher (Vice-Chair)  
Councillor Santiago Bell-Bradford  
Councillor Sheila Chapman  
Councillor Jilani Chowdhury  
Councillor Vivien Cutler  
Councillor Osh Gantly  
Councillor Gary Heather

Councillor Sara Hyde  
Councillor Clare Jeapes  
Councillor Anjna Khurana  
Councillor Matt Nathan  
Councillor Michael O'Sullivan  
Councillor Dave Poyser  
Councillor Caroline Russell  
Councillor Nick Wayne

#### **Substitutes:**

Councillor Mouna Hamitouche MBE  
Councillor Satnam Gill OBE

Councillor Roulin Khondoker  
Councillor Nurullah Turan

**Quorum is 4 Councillors**

**A. Formal Matters**

**Page**

1. Apologies for Absence
2. Declaration of Substitute Members
3. 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. Minutes of the previous meeting
5. Chair's Report

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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.

**B. Items for Call-In (if any) Page**

**C. Scrutiny and Monitoring Reports Page**

1. Performance Monitoring Presentation - To follow

2. Crime Statistics - Quarters 3 & 4 2018/19 7 - 18

3. Presentation - IT Strategy 19 - 54

**D. Monitoring Recommendations of Scrutiny Committees, Timetable for Topics, Work Programme and Forward Plan Page**

**E. Discussion Items (if any) Page**

**F. Report of Review Chairs Page**

**G. Urgent Non-Exempt Matters**

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

**H. Exclusion of Public and Press**

To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.

**I. Exempt Items for Call-In (if any) Page**

**J. Exempt Items**

The public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the

proceedings, that exempt information would be disclosed.

|    |   |             |
|----|---|-------------|
| 1. | Presentation - IT Strategy (exempt paper) | 81 - 86     |
| K. | <b>Other Business</b>                     | <b>Page</b> |

The next meeting of the Policy and Performance Scrutiny Committee will be on 30  
September 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)**

# Public Document Pack Agenda Item A4

London Borough of Islington

## Policy and Performance Scrutiny Committee - 18 June 2019

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at Town Hall on 18 June 2019 at 7.30 pm.

**Present:**        **Councillors:**    Champion (Chair), Bell-Bradford, Chowdhury, Cutler, Gantly, Heather, Jeapes, Khurana, Nathan, O'Sullivan, Poyser and Russell and Khondoker

**Also Present:**        **Councillors:**    Hull and Watts

### Councillor Rowena Champion in the Chair

115        **APOLOGIES FOR ABSENCE (Item A1)**  
Councillors Chapman, Gallagher, Wayne and Hyde

116        **DECLARATION OF SUBSTITUTE MEMBERS (Item A2)**  
Councillor Khondoker for Councillor Chapman

117        **DECLARATIONS OF INTEREST (Item A3)**  
None

118        **TERMS OF REFERENCE/MEMBERSHIP ETC. (Item A4)**  
**RESOLVED:**  
That the report be noted

119        **MINUTES OF THE PREVIOUS MEETING (Item A5)**  
**RESOLVED:**  
That the minutes of the meeting of the Committee held on 14 May 2019 be confirmed and the Chair be authorised to sign them

120        **CHAIR'S REPORT (Item A6)**  
The Chair referred to the scrutiny topics for PPS for 2019/20, and proposed that the Committee at the July and September meetings receive presentations as to how Members monitor performance, how performance indicators are determined and put together, how they are presented to PPS, and in addition to look at ways that the Council is held to account, and how this could be improved

The Chair also stated that she was of the view that the Committee should scrutinise the measures being put in place to ensure that the IT function now that it is coming back 'in house', from the joint venture with L.B. Camden, is fit for purpose and enables a robust IT function to be provided to the Council

The Chair also referred to the fact that a Workplace strategy is being formulated and that she proposed that this be submitted to the Committee in later in the year

**RESOLVED:**

That the above proposals be approved and added to the Work Programme 2019/20

**121 PUBLIC QUESTIONS (Item A7)**

The Chair outlined the procedure for Public questions, filming and recording of meetings, and fire evacuation procedures

**122 PRESENTATION LEADER OF THE COUNCIL ON EXECUTIVE PRIORITIES - 2019/20 - VERBAL (Item C1)**

Councillor Richard Watts, Leader of the Council, was present for discussion of this item, and outlined the Executive priorities for 2019/20, and achievements in 2018/19

During discussion the following main points were made –

- L..B.Islington is one of the highest providers of new homes
- 1000 vulnerable residents have been assisted back into work
- Boroughwide transport improvements including extensive works at Highbury Corner, Old Street and Gillespie Road
- 10 school streets currently in operation, and the only LA to have an education hub
- Negotiated 60% genuinely affordable homes on the Holloway Prison site and the effective use of the planning process to enable this
- Continuation of the excellent work of the Integrated Gangs team and no reductions in youth facilities
- Localities programme introduced
- All the Council's policies are driving the Fairness agenda, and assist the poorer members of the community
- All these achievements made whilst at the same time having to reduce the budget by £250m over the last 9 years, because of Government budget reductions
- Key priorities for 2019/20 include – the appointment of a Service Director for New Build should enable the Council to move forward more speedily on its new build programme, and enable it to be a major developer of new homes
- Community Safety – concerned at the incidents of stabbings across London, and in the borough. Challenges remain and it is felt that the stabbings are mainly linked to the drug economy, which the Police are struggling to contain due to reductions in their funding. A number of services are linked in dealing with this issue and work is taking place with a number of agencies, including the Police and that it is felt that the work is having an impact
- The Council has managed to retain its Adventure Playgrounds and evidence has shown that this has proved beneficial to children from troubled families
- The Localities Programme assists in prevention/early intervention and a number of services are now working more effectively and more engagement is taking place with VCS/Youth services. Work is taking place with residents to enable them to take control of issues, and this is starting to make a difference
- There is a climate emergency and the Council is set to announce that it will have net zero carbon emissions by 2030. It was pleasing to note that the Council's current targets had been met 2 years early
- The Council wanted a more inclusive borough, despite the Government's austerity programme which mitigated against this.

- The Council has lost a number of senior officers over the past few months, however there were strong candidates for the vacancies and it was felt that this could offer new opportunities for the Council to move forward with new ideas and delivery of excellent services
- Excellent work has been achieved in the budget monitoring process, however there is a need to improve programming and project management, and to ensure IT is provided effectively
- Concern was also expressed that a no deal BREXIT could have serious consequences for the borough and its residents
- A Member stated that he welcomed the Localities programme, however he expressed concern that CCTV that had been introduced to deal with drug dealing and had proved to be effective had been taken away by the Police, and had led to an upturn in drug dealing again, and that a youth hostel in the area had increased the incidence of drug dealing. It was stated that work is taking place with the Police to enable them to understand the wide extent of CCTV coverage that is available on Council CCTV cameras and that this needed to be used more effectively. It was also stated that the Council is endeavouring to provide a more integrated system of CCTV, in relation to CCTV traffic cameras and on housing estates
- Concern was expressed about the selling off of street properties by Housing Associations, and that receipts were not being used to provide housing within the borough. It was stated that it is expected that if properties were sold off then Housing Associations should provide replacement properties within the borough
- In response to a question it was stated that measures such as transport strategies, insulation of housing, electric vehicle charging points roll out, would be needed to implemented to get a net zero carbon emission policy by 2030, however this would mean substantial changes to housing stock and Government action would be needed as well. Offset carbon capture technology would also need to be looked at
- Members also expressed concern that the Borough Commander has changed on a number of occasions in the last few years, and that this was not conducive to partnership working or effective policing in the borough. It was stated that this issue had been raised and there had been reassurances given that the new Borough Commander will remain in post for the next 3 years
- Reference was made to anti-social behaviour on Housing Association properties and that there was no legal duty for Housing Associations to employ ASB officers. It was stated that Housing Associations needed to ensure that they provided support to residents, and discussions were taking place with Housing Associations on exchange of information re: tenants with mental health problems etc.

The Chair thanked Councillor Watts for attending

**123**

**COUNCIL SICKNESS (Item C2)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present, together with Alan Grant, Acting Head of Human Resources, and Linda Nicholas for attending

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

- It was noted that a new Workplace Strategy was being put in place and this would be submitted at a later date to the Committee
- Following the previous meeting of PPS when they considered this issue, a robust action plan had been put in place, and progress is monitored by CMB and improved management information is being provided to Directors

## Policy and Performance Scrutiny Committee - 18 June 2019

- It was noted that improvements had been made and long term sickness had reduced. There is also a focus on wellbeing of staff, and there had been a number of dismissals and others are in the pipeline
- The annual appraisal has been removed and replaced with more regular appraisals where wellbeing of staff can be addressed at an early stage, and allow better reporting. This will allow continuous appraisal of staff
- In response to a question it was stated that organisational change can lead to stress amongst staff, however HR did provide support to Directors, and the process needed to be managed sensitively. Trade Unions were engaged and consulted at an early stage on reorganisation proposals
- Reference was made to the Medigold contract and that improvements needed to be made as this is not working as effectively as envisaged
- Discussion took place as to more elderly manual staff, who may suffer from more injuries than younger staff, and whether measures were being put in place to assist them to remain in employment, by offering reduced hours or more flexible working. It was stated that this could be looked at and proposals submitted at a later date
- A Member enquired why there was a 'pie chart' in the report detailing sickness levels by race, and that this did not appear to present any relevant information and should be removed in all future reports
- In response to a question as to whether the Council tried to ascertain whether stress/anxiety issues were caused by work or home life, it was stated that this was the case, however more regular appraisals would enable concerns to be raised at an earlier stage by staff/management
- The view was expressed that there needed to be more information provided in future reports detailing working days lost as a percentage of the Directorate, as well as a percentage of the workforce, as this would reflect a truer picture. In addition, a breakdown of sickness by gender. Reference was made to the fact that a number of these issues were being looked at by CMB, and would be reflected the next time the report was submitted to the Committee

### **RESOLVED:**

That the report be noted and that a further report be submitted to the Committee in January 2020, detailing progress including

- data by service area of level of sickness, and how this has been impacted by the workplace strategy introduction
- how is support for older workers, particularly manual workers being addressed e.g. more flexible hours, flexible working etc.
- analysis of data by race to be looked at to ascertain if there is any relevance to this information being provided in future
- data to be provided on sickness levels by gender
- data should include % levels of sickness against % of people employed per service area to make the figures presented more relevant

The Chair thanked Councillor Hull, Alan Grant and Linda Nicholas for attending

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### **NEW SCRUTINY TOPICS 2019/20 VERBAL (Item C3)**

#### **RESOLVED:**

That the following scrutiny topics be agreed for 2019/20 –

Children's Services – Educational inequalities

Housing Services – Insourcing Planned Maintenance/Private Rented sector

Environment and Regeneration – to be decided and approved at the next meeting

Health and Care – Adult Paid Carers/Green Paper Social Care

Policy and Performance – Presentations on Performance Indicators and IT strategy post Joint Venture with L.B. Camden

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**SCRUTINY REVIEW UNIVERSAL CREDIT - FINAL REPORT (Item C4)**

Robbie Rainbird, Head of Processing was present for discussion of this item.

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

- Members were of the view that in the opening statement of the recommendations the words – ‘and furthermore is not welcomed by this Council’ should be deleted
- Councillor Bell-Bradford expressed the view that he felt that the wording on the Habitual Residency Test recommendation 8 should be strengthened and that he would submit a revised recommendation in this regard for consideration by the Committee
- Councillor Heather indicated that he felt that the report did not effectively reflect the SID in the respect of effectively challenging the Government and communicating this to residents. Councillor Heather stated that he would submit a proposed recommendation in this regard for consideration by the Committee
- It was stated that the Appendices to the report should be referenced by page numbers at page 2 of the report

**RESOLVED:**

That, subject to the above, the report be approved and referred to the Executive for consideration

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**REVENUE OUTTURN 2018/19 (Item C5)**

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

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

- It was noted that the revenue outturn for the General Fund showed a gross underspend of £5.485m and a net break even position after transferring £2.870m to the Insurance Fund provision in 2018/19, and £2.678m into an Insurance Fund earmarked reserve, to be applied in the provision in 2019/20
- Noted the breakdown of the forecast General Fund outturn by individual variance at Appendix 1 to the report and by service area at Appendix 2
- Noted the 2018/19 revenue outturn carry forwards and transfers to reserves, where there is a specific and agreed purpose for this, as detailed in Appendix 3
- Noted that the HRA forecast is a break even position, and the capital investment of 3113.1m delivered in 2018/19
- It was noted that the Council had now increased its reserves to 5%, rather than 4% as previously

## Policy and Performance Scrutiny Committee - 18 June 2019

- Discussion took place around the increase in long term debt and the Committee were informed that this is felt to be manageable, as the debt is on long term fixed interest rates

### **RESOLVED:**

That the report be noted

### **127 MONITORING REPORT (Item )**

#### **RESOLVED:**

That the report be noted and the work programme be amended as referred to earlier in relation to the inclusion of items on Workplace Strategy, Presentations on Performance Indicators and IT post joint venture with L.B.Camden

The meeting ended at Time Not Specified

**CHAIR**



ISLINGTON

# *Policy & Performance Scrutiny*

## ***Community Safety***

*25<sup>th</sup> July 2019*

# Crime Summary

| Crime Type                       | Number of Offences<br>2017/18<br>(between 1 Jul 2017 - 30 Jun 2018 (LBI)) | Number of Offences<br>2018/19<br>(between 1 July 2018 - 28 Jun 2019 (LBI)) | Difference<br>between<br>2017/18 and<br>2018/19 (LBI)  | MPS Rank* (out<br>of 32 where 1 =<br>highest levels<br>of crime) | Percentage<br>Change<br>between<br>2017/18 and<br>2018/19 (LBI) | Percentage<br>Change<br>between<br>2017/18 and<br>2018/19 (MPS) |
|----------------------------------|---|--|--|--|---|---|
| <b>Total Notifiable Offences</b> |   |  |  |  |   |   |
| Total Notifiable Offences        | 30,390  | 28,746   |  -1,644   | 13   | -5%   | 4.4%  |
| <b>Crime Type</b>                |   |  |  |  |   |   |
| Violence Against the Person      | 7,798   | 7,832  |  34       | 19   | 0.4%  | 3.3%  |
| Sexual Offences                  | 675   | 644  |  -31      | 15   | -4.6%   | -1.2%   |
| Robbery Offences                 | 1,937   | 1,415  |  -522     | 8  | -26.9%  | 6.5%  |
| Burglary Offences                | 2,642   | 2,677  |  35       | 16   | 1.3%  | 1.9%  |
| MV Offences                      | 2,480   | 2,612  |  132      | 23   | 5.3%  | 10.1%   |
| Theft Offences                   | 11,017  | 9,941  |  -1,076 | 7  | -9.8%   | 7.1%  |
| Criminal Damage Offences         | 1,716   | 1,638  |  -78    | 21   | -4.5%   | -6.2%   |
| Drugs Offences                   | 1,371   | 1,176  |  -195   | 16   | -14.2%  | 9.0%  |
| Possession of Weapons Offences   | 226   | 225  |  -1     | 13   | -0.4%   | -7.3%   |
| Other Offences                   | 528   | 586  |  58     | 13   | 11.0%   | 1.0%  |

**Key**

Better than previous year.....  
 Worse than previous year.....  
 MPS Rank = Poor.....  
 MPS Rank = Positive.....



# Crime Summary

| Crime Type                             | Number of Offences 2017/18<br>(between 1 Jul 2017 - 30 Jun 2018 (LBI)) | Number of Offences 2018/19<br>(between 1 July 2018 - 28 Jun 2019 (LBI)) | Difference between 2017/18 and 2018/19 (LBI) | MPS Rank* (out of 32 where 1 = highest levels of crime) | Percentage Change between 2017/18 and 2018/19 (LBI) | Percentage Change between 2017/18 and 2018/19 (MPS) |
|--|--|---|--|---|---|---|
| <b>Other Measures</b>                  |  |   |  |   |   |   |
| Theft Snatch                           | 4,654  | 1,690   | -2,964                                       |   | -63.7%  |   |
| Serious Youth Violence                 | 230  | 222   | -8   | 23  | -3.5%   | -2.8%   |
| Youth Violence                         | 519  | 485   | -34  | 21  | -6.6%   | -1.4%   |
| Gun Crime Offs                         | 68   | 56  | -12  | 19  | -17.6%  | -12.8%  |
| Knife Crime Offs                       | 633  | 542   | -91  | 11  | -14.4%  | -2.2%   |
| Knife Crime Injury Victims Not DA 1-24 | 68   | 61  | -7   | 13  | -10.3%  | -20.6%  |
|  |  |   |  |   |   |   |
| <b>Hate Crime</b>                      |  |   |  |   |   |   |
| Anti-Semitic Offs                      | 21   | 16  | -5   | 7   | -23.8%  | 11.9%   |
| Disability Hate Crime Offs             | 25   | 22  | -3   | 4   | -12.0%  | -3.2%   |
| Faith Hate Crime Offs                  | 87   | 58  | -29  | 15  | -33.3%  | -7.5%   |
| Homophobic Hate Crime Offs             | 105  | 97  | -8   | 11  | -7.6%   | 10.8%   |
| Islamophobic Offs                      | 58   | 35  | -23  | 16  | -39.7%  | -18.9%  |
| Racist Hate Crime Offs                 | 522  | 554   | 32   | 12  | 6.1%  | 3.4%  |
| Transgender Hate Offs                  | 15   | 13  | -2   | 4   | -13.3%  | 40.2%   |
|  |  |   |  |   |   | -6.2%   |
| <b>Domestic Abuse</b>                  |  |   |  |   |   |   |
| Domestic Abuse Hate Crime Offs         | 2,418  | 2,590   | 172  | 19  | 7.1%  | 7.6%  |
| Domestic Abuse Hate Crime Detections   | 402  | 418   | 16   | 20  | 4.0%  | -17.0%  |

**Key**

- Better than previous year.....
- Worse than previous year.....
- MPS Rank = Poor.....
- MPS Rank = Positive.....



## Crime Overview Summary

- Safer Islington Partnership have led on five key areas: Crimes Involving Young People, Hate Crime & ASB, Drugs & Adult Offending, VAWG & Domestic Abuse and Exploitation & Extremism
- Overall crime reduction of 5% (over 1,600 fewer victims) while crime across London rose 4%
- Small increase in violent crime (0.4%)
- Significant reduction of over 60% in theft snatch offences, through our coordinated partnership response
- Continued reductions in Serious youth violence (-3.5%), youth violence (-6%), gun crime (-17%), knife crime offences (-14%), and knife crime victims under 25 (-10%)
- 27% reduction in robbery offences in the past year (following a peak in offences in 2017/18). The police now have robbery cars available, allowing for quicker identification of perpetrators
- Domestic violence offences continue to rise (7%) in line with London increase but positive outcomes for victims remain a challenging area
- There has been a small increase (6%) in racial crime but reductions in all other forms of hate crime

# Community Safety



## Crimes Involving Youth People

- Supporting Families Against Youth Crime funding for **Transitions** project Cally and Andover and free **Trauma informed practice** training to local youth and family services
- **Youth council led events:** Youth Fest in April and #SummerFest at Platform in July
- **Knife crime information leaflet** for parents to be launched in summer, professionals guide to follow
- **Disproportionality** project funded by the Youth Justice Board
- Action plan from the scrutiny on **school exclusions** overseen by a task and finish group under the Children's Safeguarding Board to address the connection between exclusions, offending and exploitation
- Task & Finish group for review of **Working Together for a Safer Islington Plan**

## Challenges:

- Despite a reduction in violent crime types, the challenges remain with recent serious incidents in Islington and continued high numbers of fatalities across London
- Complexity of the issues that young people are presenting with including Adverse Childhood Experience, trauma, inability to self regulate and being
- Further reductions in first time entrants, however custody and reoffending rates are higher than we would like and the council and its partners are committed to a trauma informed approach to address these areas

# Community Safety



## Violence against Women & Girls

- **The Keel** DVA team has supported 50 families with support from the DVA counselling service
- A new **Health IDVA** post has started working at Whittington Hospital ED and adult mental health services
- A free comprehensive **VAWG Training Programme** commissioned for 2019-2020 for multi agencies
- LBI are working with 4 other North London Boroughs on addressing **Harmful Practices**
- The work around **FGM** will increase this year with an additional £10k has been received from government
- **Operation Encompass** has commenced in Islington schools
- Chance UK secured Home Office funding for **Safer Space** project supporting 10 Islington families affected by DVA
- Homes and Communities have pledged to '**Make a Stand**' against domestic abuse
- **Islington Says No More Ambassador** scheme - training for LBI staff and local businesses and community groups to commence in the Autumn

## Challenges

- Holding more perpetrators to account - DA Crime detections down 17% in June 2019 compared to same period in 2018
- Sustaining specialist VAWG posts/services e.g. IDVA posts when short term funding ends in April 2020

### Anti-Social Behaviour & Hate Crime

- Islington Community MARAC 2018/19 review now complete achieving excellent results on supporting 46 high risk vulnerable victims of crime. Now considered one of the best CRMs in England with Islington Learning Disability Partnership now referring victims of Hate Crime
- Creation of a wide ranging action plan following a multi-agency workshop on dealing with the complex street population issues in Stroud Green Road (to be rolled out borough wide)
- Plan in place to continue to increase the number of young people undertaking Hate Crime training & delivery of a successful Hate Crime Awareness week (13th to 20th October)
- Over 40 confirmed Safe Haven locations, with many more interested venues
- There has been ongoing multiagency work around hot spots across the borough that are recording higher rates of crime and ASB compared to the borough average. This includes the Finsbury Park area, Archway/New Orleans and Cally among others.

# Community Safety



## Adult Offending & Drugs

Camden & Islington Drugs Strategy 2018-21 to deliver our response to rising drug issues – focusing on four areas (Reducing Supply, Reducing Demand, Reducing Harm & Reducing Crime)

Co-ordinating a range of partner activity to tackle crime and ASB in Finsbury Park tri-borough hotspot – mainly linked to drug dealing and use

Islington's Integrated Offender Management (IOM) Scheme supported 119 service users with 49 prolific offenders successfully exiting the scheme due to reducing risk of offending and taking up education, training and employment opportunities. MOPAC have recognised Islington's IOM approach as one of the best in London.

The IOM now supports habitual knife crime perpetrators and is exploring ways to work with DV perpetrators

Community Rehabilitation Company contract ending in March 2020 with migration into the National Probation Service



# Community Safety

## Exploitation & Extremism

### Modern Day Slavery

- Established a multi agency board action plan
- Working closely with the Human Trafficking foundation to produce materials for communities in Islington
- Identifying good practice from across London through the pan London MDS board
- Council Web page under development
- Extending training roll out (online and verbal) to front line staff across the board
- Analysis underway of cases and issues seen in Islington
- Exploring how the MDS charter is being implemented across the range of contracts awarded
- MDS awareness day – 18th Oct

### Prevent

- Funding now confirmed for 2019/20 but has been cut considerably with only the Brave (gangs) and Small Steps (Far Right) projects remaining
- Prevent training delivered to Islington Grand Mentors – where Grandparents mentor young people leaving care, the Light Project & Arsenal with 180 Caretakers upskilled in Far Right awareness
- Far Right stickers / leaflets appearing across the borough
- Planning is underway for post March 2020 to source new funding streams or products
- Monitoring of the Home Office Prevent Review
- Increasing the knowledge of and how to report far right activities for both front line staff and members of the public

## Public Protection – Trading Standards

- Letting agent fees are now banned and they have to be a member of a client money protection scheme (CMPS). We will be able to issue monetary penalties for non-compliance. These two big changes came into force in 2019 and the CMPS might have saved the victims of Crestons (below) their combined £100,000 losses.
- We prosecuted three officers of the letting agent known as Crestons, leading to significant custodial sentences in January 2019.
- We prosecuted a business that claimed it was a membership club and not a letting agent (to avoid the laws regulating them). This is the first prosecution of its type. The director has pleaded guilty and sentencing is on 30<sup>th</sup> July 2019.
- Other current prosecutions include: a removal firm that (allegedly) charges more than agreed and threatens not to unload goods until payment in full is made; a locksmith that (allegedly) charges more than agreed and makes a misleading “local” claim; two different doorstep traders that have (allegedly) ripped off people for overpriced and unnecessary roofing and other repairs.
- We continue to carry out lots of test purchasing, usually leading to licence reviews where the sale of alcohol occurs or prosecution where it’s a knife

## Public Protection – Environmental Health

- The total number of food businesses as of May this year is 2399, with 88% of all types currently broadly compliant, an increase on last year from 84%
- The teams enforcement activities to increase rate of compliance include:
  - Programmed inspections resulting in 62 Hygiene improvement notices served on 36 businesses and four voluntary closures of businesses
  - One successful prosecution for food hygiene offences, one adjourned prosecution and two pending submission to legal. One prosecution referred to Blackfriar's Crown Court for sentencing, to be heard this month
  - Two simple cautions have been issued, one for allergen offences
  - Seven alleged food poisoning outbreaks have been investigated
- Outside of the food regime, work continues in relation to health and safety and statutory nuisance:
  - Four Health and Safety Improvement Notices served on two businesses and one Health and Safety Prohibition Notice served
  - There are currently two live prosecutions for odour nuisance originating from businesses, one is set for trial next month, and the other has been adjourned

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## Islington Digital Services

### Presentation to the Policy and Performance Scrutiny Committee

#### Meeting of 25<sup>th</sup> July 2019

The Chief Digital & Information Officer has been asked to present to the PPS Committee the strategy for IT support following the ending of the Shared Digital Services arrangement with Camden and Haringey and the challenges that the Council will face and how it is intended to meet these.

The attached documents provide supporting background reading for the presentation to the Committee.

The documents are:

1. Islington Digital Services Business Plan v12 (public version)
2. Learnings from the Shared Digital Experience (exempt from publication)

The public version of the Business Plan differs from the confidential version in that sensitive information that related to the organisational change proposal at the time and which contained information could be related to individual staff members, was removed.

The presentation will be made with the aid of a short PowerPoint slide deck which will be provided.

Jon Cumming

Interim Chief Digital & Information Officer

Islington Digital Services

Islington Council

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# Islington Digital Services Business Plan

*The plan to transform our Digital Services into an effective sovereign capability*

Jon Cumming, Interim Chief Information Officer

21 Feb 2019

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## Summary and recommendations

This is the Business Plan for Islington Digital Services for 2019/21 which is written to support delivery of the Council's Corporate Objectives.

|  |  |  |
|--|--|--|
|  <p><b>Well run Council</b><br/>Continuing to be a well-run council and making a difference despite reduced resources</p> |  <p><b>Homes</b><br/>Delivering decent and genuinely affordable homes for all</p>   |  <p><b>Safety</b><br/>Creating a safe and cohesive borough for all</p>  |
|  |  <p><b>Children &amp; Young People</b><br/>Making Islington the best place for all young people to grow up</p>                          |  <p><b>Health &amp; Independence</b><br/>Ensuring our residents can lead healthy and independent lives</p>                                  |
|  |  <p><b>Jobs and Money</b><br/>Delivering an inclusive economy, supporting people into work and helping them with the cost of living</p> |  <p><b>Place &amp; Environment</b><br/>Making Islington a welcoming and attractive borough and creating a healthier environment for all</p> |

This plan further describes the intended transformation of the ICT Service to support these priorities and provides further detail around the Strategy presented to CMB and staff in November 2018.

Approval is sought from RMB and CMB for the following recommendations. It is recommended that:

1. ***it is noted that following the separation from Shared Digital, Islington Digital Services (IDS) is now in a 3-month Re-forming & Planning phase as a prelude to the Transformation phase***;
2. ***the foundations for the new operating model and the functional building blocks are noted and agreed***;
3. ***a Digital Education group be established and funded as an adjunct to the IDS Service Desk function and funded at a base level through an additional baseline appropriation***;
4. ***the positions as identified as being web content and analytics related, be transferred to the Communications and Change group***;
5. ***the Sourcing Strategy be endorsed***;
6. ***the Organisational Structure, as proposed separately, be approved for staff and union consultation***;
7. ***all IDS managers appointed into the new IDS structure, are required to support Skills Uplift & Staff Development by having a development conversation with all staff and recommending to the CDIO an agreed training plan for approval***;
8. ***the CDIO be designated as the governance authority for all ITIL processes***;
9. ***the CDIO authorities be endorsed and delegated by CMB to the office of the Chief Digital and Information Officer (CDIO)***;
10. ***the Financial Model be approved by CMB based on the endorsement of the S151 Officer***;
11. ***the reasoning and roadmap for Technology Renewal is noted***;
12. ***the ongoing importance and commitment to Cybersecurity by IDS be acknowledged***
13. ***the Risks and Resilience associated with this plan and the wider technology environment be acknowledged***;
14. ***this plan, in its entirety, is approved by CMB for execution through the appropriate organisational and change processes.***

## Context and Purpose of this Plan

This Business Plan covers a two-year period and will be revised and updated for the 2021/22 financial year. On 31 December 2018, the Shared Digital arrangement between the London boroughs of Camden, Haringey and Islington was formally ended. However, the process to create a fully functioning sovereign Digital Service organisation is more complex than a single point in time and can be thought of in three phases.

Firstly, the **Separation** phase which commenced when the respective Directors' agreed to separation in late September. The focus was to unwind the people arrangements, contractual arrangements and projects whilst ensuring service continuity. Some activities, such as contract novation and financial reconciliation will continue, but operationally the separation was successfully completed by 31<sup>st</sup> December 2018.

Phase 2 is the **Re-forming & Planning** phase. A significant early activity is the creation of a new organisational structure that is appropriate for our transformation and future operating model. It is of great significance to our staff as the structure is their touch point with the organisation and provides a sense of future security. They have been 'living out of suitcases' for some time and will welcome a more permanent home.

At this point in time, Islington Digital Services (IDS) is not well positioned to support the council's priorities as delivered through the operational directorates. The planning for 'root and branch' renewal for IT is significant and complex.

This renewal will be delivered through the third phase - **Transformation**. This will nominally commence in April 2019 and the implementation of a new organisational structure for Islington Digital Services (IDS) will be the starting point. Its scope will include the transformation of all dimensions of our operation to achieve the vision outlined in the Strategy presented to CMB and staff in November 2018.

This is a massive change programme by any standard and must be planned to be ambitious yet achievable within our financial and resourcing constraints. It must also recognise that governance in a council environment requires due process and prioritisation within a broader picture.

This business plan is the vehicle to present to the Resources Management Team and ultimately the Corporate Management Board, the 'big picture'. As CDIO<sup>1</sup>, I seek endorsement of this plan and the organisation's commitment to the stamina and resources necessary for long term transformational change.

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<sup>1</sup> Chief Digital & Information Officer

## The Strategy for Islington Digital Services

The Strategy was presented to CMB in November 2018 and can be seen [here](#). It highlighted the five steps to rebuilding sovereign services as follows:

1. Core IT Services
2. Application Renewal & Consolidation
3. Business Transformation
4. Digital Experience for Residents
5. Technology in the Community

This business plan is largely focussed on the first step of building our core IT services – alongside the initiation of a set of critical business programmes such as ERP (*see below*). From that capability platform we will be able to tackle the future-building steps that follow. This plan will be evolved and renewed over time as we build maturity and move further up the customer value chain. The end result will be the target Operating Model for Islington Digital Services, clearly setting out:

- How we engage with our customers;
- what we provide for our customers;
- how we provide it;
- the cost of that provision;
- how we will maintain the integrity of our technology architecture; and
- what the direction of travel is for technology across the council (invest, exploit and sustain).

---

### **What is an ERP?**

*The acronym ERP stands for “enterprise resource planning”. It refers to the systems and software packages used to manage day-to-day business activities, including accounting, procurement, stock control, HR, payroll, project management and manufacturing. Not all of the functions are implemented in every instance, but the core functions for an effective ERP in local government include Finance, HR and Payroll. Other additions such as planning, procurement and project management expand the value such systems can add – provided their adoption is accompanied by the change in processes and operational culture necessary to reap the benefits of process re-engineering.*

*The strength of the ERP is that it ties together a wide range of core functions through a ‘single source of truth’ database ensuring tight process integration and automation, and data-enabled insights into the organisations daily operations.*

*Today, ERP systems are considered critical to manage small, medium and enterprise businesses across all industries.*

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## The Customer Perspective

Objective performance data for IT as a function is lacking. The financial reporting entities for Islington were far too 'macro' to make comparisons against industry benchmarks. Similarly, delivery statistics are not usefully available to support enumeration of the technology value proposition. As a result, IT performance perceptions are anecdotal and generally mutually disparaging. Customers talk of poor or no outcome. IT leaders have responded with 'they don't understand what we do but here are the things we have done'. The failure is one of misaligned expectations.

This plan seeks to draw a line under this standoff. It is incumbent on IDS to understand our customers' perceptions and expectations and ensure they are realistic and achievable. We must look beyond the perceived IT needs and help our customers be successful in achieving their business objectives through the smart use of technology.

The anecdotal customer perceptions are real. Our plan must deliver an outcome that will change them. The customer themes include:



These negative themes can be turned on their head to provide a positive set of aspirations that our rebuilding must achieve viz:

- We will provide a modernised technology environment to support effective and reliable Smart Working.
- Our strategic delivery plans will be open and transparent and ultimately prioritised by CMB. Within this we will seek to address the day-to-day needs of our customers with enthusiasm and innovation. We will work within our governance bodies to balance the needs of direct customer delivery with the need to maintain the health of our infrastructure.
- We will demonstrate the power that an agile and customer-focussed IT organisation can provide by bringing deep technical and business knowledge.
- We will develop a transparent funding model that is clear about who pays for what, what costs IT bears on behalf of the organisation as well as providing a benchmark for individual services to demonstrate their value and efficiency.

- We will develop the capacity to deliver at a pace and only be limited by the financial resources available and the organisation's ability to implement change.
- IT must be trusted as the fastest and most effective way to get the job done.
- We must urgently address the issue of critically out-of-date technology and attain a state where technology maintenance and renewal is an organisational habit.
- IT governance must be integrated into the corporate governance chain, reflect the priorities of our customers and keep them engaged through open dialogue and transparency. Our strategic outcomes will be totally aligned to the organisational priorities.

## The Operating Model

Our target Operating Model is a framework through which we will deliver on the commitments set out above. It will provide the much needed sustainability the digital service aspires to and will build bridges between users and IDS:

### *Service Catalogue*

The service catalogue is simply a menu of all the standardised services IDS will provide, easily accessed, in plain English and clearly defined in terms of what is provided, how it is provided, and at what cost.

Put simply, staff want their technology to work well and intuitively, support them in delivering high quality services, keep our data safe and be reliable. The core service offer will set out exactly what that means in terms of:

- End user computing – what each staff member will receive and how to use it;
- Data management, storage and security – what we can and cannot do and what is expected of every staff member;
- Connectivity and communications – how we communicate with each other, our customers and our delivery partners
- Our line of business systems – what they are and the purpose they serve

### *Ground rules*

Integrity and sustainability of our IT is central to the Council's ability to function. We have to protect it and we have to support our staff and be clear about our expectations of them. The ground rules cover:

- User responsibilities for access and device management
- Data management internally and externally
- Acquisition and management of IT
- Electronic communications internally and externally (including web and social media)

See [The CDIO Authorities] below which is an essential artefact in the execution of these ground rules.

### *Financial*

In fulfilling our responsibility to ensure IT and Digital is operated at best value, we will benchmark with similar councils to ensure we are providing good value.

## Performance Metrics

Whilst few measures exist today, IDS will put in place a series of measures to demonstrate value and effectiveness and these will be taken from nationally recognised best practice to enable benchmarking. These will be reported on a quarterly basis as they are established. Measures will include (with typical examples):

- **Project Performance**  
Milestone/budget performance, resource constraints, outstanding demand, value delivered
- **Operational Performance**  
Incidents, service requests, availability, infrastructure performance, growth metrics, DR tests
- **Financial performance**  
Budget position, cost per desktop, customer recoveries, costs on behalf of consumers
- **Suppliers and Contracts**  
Supplier strength, market position, local impact, position/age of contracts, renewal profile, value of contracts, performance against terms  
Position/age of contracts, renewal profile, value of contracts
- **Service Desk performance**  
First call full-problem resolution (First Time Fix), queue times, provisioning statistics, failure demand (repeat/re-opened faults)
- **Technology Debt Ratio**  
From a basket of key applications and infrastructure, the percentage of those not at current or near current versions, and the estimated remediation cost. Can be refined to distinguish those with a plan/in-train.
- **Risks & Issues**  
Top line risks and issues including risks for major programmes
- **Customer satisfaction**  
Survey based results for the level of satisfaction with IDS services, both transactional Service Desk as well as executive sentiment.

## Roadmap

The reforming and planning phases of this plan will put IDS back in control of our IT and ensure the services we deliver are fit for purpose and sustainable. To support that we need a roadmap to articulate how we will take advantage of the rapidly changing world of digital whilst keeping our feet firmly on the ground in terms of cost, meeting business need, capability and capacity. The roadmap will be our view into the future - anchored from where we are today.

## Functional Building blocks

In designing an organisational structure in conjunction with a sourcing model, it is a useful step to identify the functional building blocks that make up the IT organisation.

The foremost Internationally recognised set of functional standards for service delivery is ITIL<sup>2</sup> which sits alongside the UK designed and world-renowned IT Service Management Framework (ITSMF), an invaluable methodology for IT service design. See [Appendix A - Industry Standards] for more detail.

In adopting these standards, we will under-pin the new digital service with good industry practice. We must also balance internal and external capacity/capability and strive to attract, develop and retain best talent. These initiatives will be supportive in helping our customers to understand and feel confident within our ICT environment, whilst keeping our practice and profession current through time.

However, there is a necessary degree of nuance around the functions driven by local business needs and priorities, the in/outsource balance, cloud transition maturity and historical culture and experience. Taking these factors into consideration, the following functions are proposed as the foundation for the organisation.

#### *Enterprise Planning*

|                              |  |
|------------------------------|--|
| Enterprise Architecture      | The ‘big picture’ design authority for the technology pieces function together effectively                                       |
| Solution Architecture        | Designs the technology solutions for products  |
| Lifecycle Management         | Tracks the lifecycle of applications so that we remain up to date by planning upgrades and replacements that deliver best value. |
| Strategic Partner Management | Sourcing strategy and Identification of key third party providers  |

#### *Security, Resilience and Cyber Risk Management*

|  |   |
|--|---|
| Cyber Security Strategy                          | Defines the most cost-effective defence strategy for the council  |
| IT Security Assessment                           | Assess our applications and projects through the lens of cyber security and the potential for data loss                     |
| Business Continuity & Disaster Recovery Planning | Holder of the plan to ensure we can maintain business continuity in the event of a cyber-attack or other technology failure |
| PEN <sup>3</sup> and related testing             | <b>Penetration testing</b> of our environment to ensure it is robust  |
| IT Forensics                                     | Forensics investigation into email and other systems/logs to support investigations   |

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<sup>2</sup> ITIL, formerly an acronym for Information Technology Infrastructure Library, is a set of detailed practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business.

<sup>3</sup> A **penetration test**, colloquially known as a **pen test**, is an authorized simulated cyber attack on a computer system, performed to evaluate the security of the system [\[Wikipedia\]](#)

### Programme Delivery

|  |  |
|--|--|
| PMO  | Programme Management Office which provides a consolidated view of all work as well as providing the policies, methodology guidance and the toolkits to enable PMs to work collaboratively and effectively.<br>Acts as a point of reference in terms of resource planning and project cost. |
| Programme/Project Management               | Controlled and transparent delivery of projects to quality, time and budget  |
| Project Pipeline and Initiation Management | Oversight of the often challenging gap between the desire to achieve an outcome and the reality of a project driving under its own momentum.<br>Working via the Business Relationship Management (BRM) group to ensure delivery of value against Council priorities & MTFP savings plan.   |
| Project Support                            | Undertakes the necessary day-to-day project activities in support of project managers  |

### Application Services

|                                  |  |
|----------------------------------|--|
| Analysis and Process Design      | Business Analysis activities coupled with process design using intimate business knowledge to be effective   |
| Website platform services        | All activities (above the infrastructure) to maintain the website content management system  |
| Intranet development & support   | All activities (above the infrastructure) to maintain and develop Izzi including integration with O365   |
| Application and SaaS Integration | Integration of third party applications – from core on premise application packages to Software as a Service. Includes API <sup>4</sup> development, legacy web applications and associated data management. |
| Application Support Services     | Day-to-day support and administration of applications (generally excludes Service Desk-based user provisioning).   |

### Operational Services

|                  |   |
|------------------|---|
| Asset Management | Oversight of physical and software assets including usage commitments for subscriptions |
|------------------|---|

---

<sup>4</sup> API = [Application Programming Interface](#) – a software mechanism to allow separate applications to communicate with each other.

|                                       |   |
|---------------------------------------|---|
| Database Administration               | Administration and backup of standalone databases   |
| Network and Infrastructure design     | Design of the operational configurations under the guidance of the enterprise and solution architects   |
| Cloud and Data Centre Operations      | Day-to-day server provisioning and operations including patching, backups, scheduling etc.<br>Growing emphasis on the role of cloud and the change that drives to our way of doing things.                      |
| LAN, WAN, Firewall and Telco services | Production management and moves/adds/changes (MACs)   |
| Service Desk                          | Traditional Service Desk function moving to phone-based operation with emphasis on first call resolution. Includes Incidents, Service requests and larger fulfilment projects, field support and user training. |
| ITIL process management & reporting   | Oversight and implementation of our ITIL implementation (Incident, Problem, Capacity, CMDB, etc) including leadership on key processes such as Change Management oversight.                                     |

#### *Data Platform Services*

*Note that this function is not currently funded in the IDS baseline.*

|  |  |
|--|--|
| Data ecosystem design & implementation             | Design and implementation of the platform on which data is stored, curated and analysed. |
| Data harvesting & curation (ETL/ELT <sup>5</sup> ) | Extraction of data from our core systems and the transformation of it                    |
| Operational design                                 | The design of operational processes for the Operational Services team to execute         |
| Analytics Toolsets and environments                | The provision of Microsoft BI and other toolsets for Analytics practitioners to use.     |

#### *Commercial & Performance Services*

|                                       |   |
|---------------------------------------|---|
| Procurement                           | Effective and compliant procurement of IT services  |
| Contract Management                   | Effective management of IT contracts to ensure value maximisation and timely re-procurement |
| Performance Reporting and Forecasting | All dimensions of operational activity including financial.                                 |
| Business Compliance & Assurance       | Oversight of necessary compliance activity across all IT groups                             |

---

<sup>5</sup> ETL = Extract Transform Load (for Data Warehouse), ELT = Extract Load Transform (for Data Lake)

|                            |  |
|----------------------------|--|
| Risk Management            | Maintenance of the group risk register and active management of mitigations. Includes just the higher impact aspects of individual project risk registers. |
| ITIL Management Activities | Capability planning, skills development, resource forecasting and optimisation, FOI & audit responses, development of internal capability business cases.  |

#### *Business Relationship Management*

|                                   |   |
|-----------------------------------|---|
| Strategic Relationship Management | The conduit and relationship management channel for the services. Includes escalation of operational issues to early engagement of IT in technology-based projects. Maintains a communications plan – particularly around the lifecycle of relevant applications. |
|-----------------------------------|---|

#### Digital Education for LBI staff

The technical deployment of Office 365 has highlighted the gap between the technology capability offered to staff and their ability to utilise it effectively. Whilst there is a planned survey (for later in the year) of user competence, the current feedback is more anecdotal than scientific but there is a sense that:

1. Staff have well practiced ‘work by rote’ approach to their computer-related work, rather than an understanding of ‘how it works’. This means that if there is any change they are less able to ‘figure it out’.
2. As a result of the above, staff are reluctant to ‘give it a go’ as they might with (say) their own personal smartphone as they are not confident they could get out of trouble if their journey of discovery went wrong.
3. Everyone is very busy and they would rather stick to the tried and true as it is more efficient (in the short term) than learning new ways of working.
4. The big shift for users is from computing as a solo activity (I create a document) to being a collaborative activity (my team and I create and contribute to a document together). This shift is accentuated by the move to smart working where staff need to collaborate more with their team – but their team may no longer be sitting in the same workspace as them.

Nevertheless, there is a genuine desire by staff to be upskilled and more training would be seen as a positive commitment to the workforce and lift the digital confidence of staff. As an example, where there have been pockets of O365 training, it has been very well received.

Without a much stronger focus on connecting our staff with new technology, the investment will be wasted and there will be a constant resistance to new initiatives. At worst, we spend the money on technology and get none of the promised benefits.

Again anecdotally, there is a general acceptance of the above premise. The question remains as to what part of the organisation should host the digital training capability.

This plan proposes that IDS should host that activity as an extension to the Service Desk capability.

The IT Service Desk is often seen as a group that just reacts to user issues. However, they also have a proactive element as they provision equipment for our staff and look ahead to preventing issues before they happen. As a group they are well connected with Islington staff and there are some

strong reasons to consider growing the digital education capability as a new arm to this group. The group:

- is well regarded by its customers
- understands the realities of the digital skills deficit as users ring in for help
- has an operational and service culture
- stands to gain from a more educated community and will therefore be committed to it
- has easy access to the technology deployment plan and can not only react to it but also contribute to the priority and user-needs conversation
- will provide invaluable intelligence from the ‘classroom’ back into IDS.

It should be noted that the Application Support groups provide specialist training which is an integral part of the scope of those groups and not included in this proposed group.

The proposed functional/sourcing structure is as follows:

#### Digital Training

|   |   |
|---|---|
| Training needs analysis, course planning and scheduling | Understanding the needs for training mixing the need to lift skills generally, account for new technology deployment, and induction for new starters.<br><br>Also understand the mix of training delivery from online modules to classroom sessions.<br><i>In-house</i> |
| Training packaging                                      | Procurement and update of online modules to creating collateral for the classroom.<br><i>In-house function topped up with products and related services procured externally</i>   |
| Trainers  | Delivering the training.<br><i>In-house with specialist and project-related support from external partner</i>   |

This training group will also identify and encourage ‘super users’ across the organisation – people with an aptitude for the technology and the personality to be a local encourager, supporter and link back into the training group.

The funding for this activity is not currently included in the IDS baseline. If this plan is adopted the core functions would be funded from a baseline increment with additional resources as required funded from projects and other initiatives.

***It is recommended that a Digital Education group be established and funded as an adjunct to the IDS Service Desk function and funded at a base level through an additional baseline appropriation.***

#### The Sourcing Strategy

Sourcing capability outside of any organisation can be contentious and sensitive. It is obvious that no organisation can provide every aspect of the delivery chain and equally obvious that no organisation can outsource everything.

The overpromised mega-IT-outsourcing deals of the big integrator companies have brought considerable disrepute to the whole concept of outsourcing. The current climate for councils in the

UK is to step back from outsourcing. Some councils remain captured by arrangements where the vendor is systematically monetising the contract.

We therefore recognise the importance of being able to demonstrate that any external sourcing will provide secure long-term benefit to the council with effective levers and controls for operational flexibility and relationship management.

The other side of the same coin is to ensure that we do not over-insource and create problems that are equal but opposite to outsourcing.

The IT strategy document noted that:

*We must avoid 'loners'.....single points of vulnerability...people stretched to incompetence.*

The approach to sourcing is therefore to look at each of the functional areas above to determine the most appropriate sourcing arrangement.

The key considerations are as follow:

| Consideration   | Commentary  |
|---|---|
| Cost- effectiveness                                     | Is there a reasonable expectation that 'some form of external sourcing' (SFoES) could provide greater cost effectiveness – due to scale or our inability to recruit and therefore use expensive interims?   |
| Sustainable, critical mass & strategic skills set?      | Do we see this as a skill set that, strategically we need to retain in-house and that there is sufficient demand that we can create a suitable team? E.g. Commercial Management – clearly only internal people can manage our contracts with external providers, and we need several people to do that effectively.<br><i>(No 'loners'.....single points of vulnerability...people stretched to incompetence)</i> |
| Control by contract? Can it be defined by outcome/spec? | If we adopted SFoES, can we construct a contract that will define the outcomes and create an effective performance framework against which they can be judged? Sometimes 'time and materials is necessary but it does not define productivity well.   |
| Political & regulatory sensitivities?                   | Are there sensitivities around a function? This could include perceived conflicts of interest or clear political direction.   |
| Out of hours support arrangements required?             | Does the function require non-standard arrangements and would SFoES help (e.g. by giving much needed scale) or hinder (e.g. by incurring unjustifiable costs)?  |
| Specialist skills required?                             | Does the function require skills that are specialist (and probably scarce) that we probably don't need all the time – or that in a fast-moving area could not provide the environment for an employee to thrive?  |

| Consideration   | Commentary  |
|---|---|
| Customer intimacy / delivery chain importance?                      | Is this a high trust function where our customers really want to see people 'who are one of us' and who know the council business intimately? Whilst this may be a perception over fact scenario, it is important to respond to it as we rebuild trust with customers.                    |
| Could there be a toxic third party (rigid) dependency?              | If we entered into SFoES relationship, is there a danger that we could get stuck in a dependency trap where we were exploited because of our inability to separate from the relationship?   |
| Could there be a high supplier body churn => low context of actors? | If we entered into SFoES relationship, is there a danger that we cannot define a contract that prevents a supplier cycling their employees through the account in such a way that their lack of situational and business awareness impacts the outcome?                                   |
| Do we have permanent people anyway?                                 | If we already have an effective or potentially effective permanent team, there would have to be a very compelling reason to move the function to SFoES.   |
| Broad world view required?  | Is this a function that requires broader industry experience suggesting SFoES? Or conversely requires a broad view of the LBI business spectrum suggesting in-house?  |
| Do we achieve scale through 'cluster of services'?                  | Is there a cluster of functions that can be bundled together to create scale? And does this bundling generate a package that benefits from SFoES?   |
| Leading edge...can we keep up with the pace of tech change?         | Is the function one where the rate of technology change would make it difficult and expensive for an in-house team to 'keep up'? For example, data platform technology is very fast moving with new products launching at a rate that is an order of magnitude faster than mainstream IT. |
| Tools & methodology - can vendor bring more/better?                 | Bringing in established processes with the requisite toolsets can be one of the strengths of external sourcing. As with cloud, the costs are leveraged over a much larger customer base making the unaffordable affordable.   |
| Conflict of interest and/or trust                                   | A simple example is security testing where, to have a vendor test their own product would be a clear conflict of interest. It is not necessarily saying that such testing should always be in-house – but there should always be separation of duties.                                    |
| Statutory or non-delegable position                                 | Few if any statutory positions (such as an S151) in IT, nevertheless the head of cybersecurity and the head of Enterprise Planning are not roles that could be delegated to a vendor with confidence.   |

The IT leadership team conducted two workshops in November 2018 to obtain a consensus view on the most appropriate sourcing arrangement based on the then current organisational functions. This paper maps those results on to the future functional view as in the table below.

Please note that

- where the term '**agency-based**' is used it implies that the sourcing/top-up is achieved through individuals with no particular organisational alignment. They simply add capacity.
- **Interims** are considered to be at a higher consultancy level of expertise than agency workers and also not organisationally aligned to a vendor or at the least have formal separation between their consultancy and product/service offerings.
- The term '**partner**' is used when there is expected to be an overarching umbrella relationship/agreement with a supplier under which specialists are provided AND there is additional organisational value to the engagement (such as methodologies, organisational resources/knowledge or a deep understanding/experience with LBI).
- **In-house** is for functions that are staffed by permanent employees. At times agency or interims may be necessary to cover vacancies but the focus will always be to hire and develop permanent staff.

| Function  | Recommended Sourcing Model   |
|---|--|
| <b>Enterprise Planning</b>                            |  |
| Enterprise Architecture                               | <i>In house</i>  |
| Solution Architecture                                 | <i>In-house with agency-based top-up for projects if needed</i>        |
| Lifecycle Management                                  | <i>In-house</i>  |
| Strategic Partner Management                          | <i>In-house</i>  |
| <b>Security, Resilience and Cyber Risk Management</b> |  |
| Cyber Security Strategy                               | <i>In-house</i>  |
| IT Security Assessment                                | <i>In-house</i>  |
| Business Continuity & Disaster Recovery Planning      | <i>In-house with external agency-based top-up for refresh projects</i> |
| PEN and related testing                               | <i>External Partner</i>  |
| IT Forensics  | <i>In-house</i>  |
| <b>Programme Delivery</b>                             |  |
| PMO   | <i>In-house</i>  |
| Programme/Project Management                          | <i>In-house with external partner for top-up capacity</i>              |
| Project Pipeline and Initiation Management            | <i>In-house</i>  |
| Project Support                                       | <i>In-house with external partner for top-up capacity</i>              |

| Function   | Recommended Sourcing Model   |
|--|--|
| <b>Application Services</b>                        |  |
| Analysis and Process Design                        | <i>In-house</i>  |
| Website platform services                          | <i>In-house<br/>(based on current permanent workforce)</i>   |
| Intranet development & support                     | <i>In-house</i>  |
| Application and SaaS Integration                   | <i>In-house</i>  |
| Application Support Services                       | <i>In-house</i>  |
| <b>Operational Services</b>                        |  |
| Asset Management                                   | <i>In-house</i>  |
| Database Administration                            | <i>In-house</i>  |
| Network and Infrastructure design                  | <i>In-house with specialist external support<br/>(agency, outsource work package or interim) as<br/>appropriate.</i> |
| Cloud and Data Centre Operations                   | <i>In-house</i>  |
| LAN, WAN, Firewall and Telco services              | <i>In-house management with products and<br/>related services procured externally</i>                                |
| Service Desk                                       | <i>In-house</i>  |
| ITIL process management & reporting                | <i>In-house</i>  |
| <b>Data Platform Services</b>                      |  |
| Data ecosystem design & implementation             | <i>In-house with specialist support from external<br/>partner</i>  |
| Data harvesting & curation (ETL/ELT <sup>6</sup> ) | <i>In-house with specialist support from external<br/>partner</i>  |
| Operational design                                 | <i>In-house with specialist support from external<br/>partner</i>  |
| Analytics Toolsets and environments                | <i>In-house with specialist support from external<br/>partner</i>  |
| <b>Commercial &amp; Performance Services</b>       |  |
| Procurement  | <i>In-house with external agency-based top-up for<br/>projects if needed</i>   |
| Contract Management                                | <i>In-house</i>  |
| Performance Reporting and Forecasting              | <i>In-house</i>  |
| Business Compliance & Assurance                    | <i>In-house</i>  |

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<sup>6</sup> ETL = Extract Transform Load (for Data Warehouse), ELT = Extract Load Transform (for Data Lake). See [this](#) for more explanation.

| Function                                | Recommended Sourcing Model |
|---|----------------------------|
| Risk Management                         | <i>In-house</i>            |
| ITIL Management Activities              | <i>In-house</i>            |
| <b>Business Relationship Management</b> |                            |
| Strategic Relationship Management       | <i>In-house</i>            |

#### Note

It is important to recognise that the above informs the organisational structure and capability but does **not** replace the sourcing decisions for individual projects. For example, a project may decide to procure a work package from a supplier as a defined outcome – and that package may include activities which would normally be performed by in-house staff.

### Staffing and structure

#### Changes to scope

Prior to considering the proposed staffing models it is appropriate to look at the scale and scope of activity and to consider that there is one area of current scope for Islington Digital Services that is reduced with this proposal. It is the division of duties in relation to our website capability, which has been under consideration for some time. Prior to the Shared Digital termination, it was put in abeyance whilst the impact of the transition was understood. The principle behind the new structure is to retain the following within IDS:

- Services to maintain Sitecore as the Content Platform
- Integration of the website with applications and other services
- Code Development and widget/component integration

The expectation is that content creation and editing will be transferred to Corporate Communications.

The above is a somewhat simplistic statement as there is currently significant blurring between the content and the content platform. The result is that there is too much customisation and often content updates require technical input. In addition, we have a legacy of the old 'forms' engine which was not migrated at the adoption of Sitecore.

The result is a blurred division of duties and it will require active work to drive to a clean structure.

#### Organisational structure

The functional sourcing model informs the organisational structure. Two areas of challenge associated with our organisational scale are

- a) determining the optimal number of people for a multi-person function (e.g. Service Desk – low Service Desk staff numbers may reduce IT costs – but will drive productivity losses for our customers which may be more expensive)
- b) Covering the span of work where we cannot justify a whole person for a single function (e.g. Forensic analysis has a sporadic workload and it would be unaffordable to have an employee assigned only to this work)

The structure has to strike the optimal balance between all the opposing elements to create an effective and sustainable organisation that can organically move the skills base as technology evolves. It must also have built in flex to be able to respond to the changing demands of our customers and external events.

Clearly, reconciliation of the structure with the IT budget is necessary

Please note that this paper will be presented for endorsement before all aspects of the reconciliation can be performed and staff/Union consultation can be completed. For example, new roles will require assessment which will in turn drive salary costs. The rate of recruitment and retention will be significant in determining the actual revenue run rate for IT as will the final determination of what is funded by IT versus the funding from customers.

This paper is therefore requesting endorsement at a macro level based on a high level budget reconciliation of proposed staffing numbers partnered with a commitment by the CDIO to meet the budget envelope using the available levers.

The levels of staffing are actually limited by our ability to recruit. And the staffing principle is that we should aim for fewer people of higher skill levels. The budget will be constructed on this basis.

A staffing/accommodation analysis was undertaken recently and the following table showed the proposed staffing trajectory for IT (based on the current structure).

|                      | Q3 2018/19 | Q4 2018/19 | Q1 2019/20 | Q2 2019/20 | Q3 2019/20 | Q4 2019/20 |
|----------------------|------------|------------|------------|------------|------------|------------|
| <b>Establishment</b> | <b>168</b> | <b>168</b> | <b>140</b> | <b>115</b> | <b>115</b> | <b>115</b> |
| Vacancies            | 55         | 65         | 38         | 10         | 3          | 3          |
| FTE                  | 64         | 75         | 85         | 90         | 100        | 102        |
| BAU Contractors      | 17         | 17         | 15         | 13         | 10         | 10         |
| Inside Interims      | 2          | 2          | 2          | 2          | 2          | 0          |
| <b>Sub-total</b>     | <b>138</b> | <b>159</b> | <b>140</b> | <b>115</b> | <b>115</b> | <b>115</b> |
| Outside Interims     | 3          | 3          | 3          | 3          | 2          | 2          |
| <b>Total</b>         | <b>141</b> | <b>162</b> | <b>143</b> | <b>118</b> | <b>117</b> | <b>117</b> |

The points to note with table are:

- The FTE line shows a net gain of roughly 10 staff per quarter. Realistically this is the maximum growth rate we could expect for permanent staff and relies on a low attrition rate.
- The vacancies are very high and would continue to be so if measured against the *current* establishment.
- The establishment has been dropped to 115 as of Q2 2019/20 (excluding consultant interims) to reflect a more realistic establishment number.
- The projection is based on the current structure and does not include new functions such as data capability or Digital Education.

The learnings from this exercise are that a future organisation

- a) should be much leaner
- b) needs people with a high level of skills (recruitment or training)
- c) uses partner organisations more strategically
- d) has a lower level of contractors/agency workers in long term roles?
- e) focusses on new areas that support the council's future needs.

To make this achievable, we will need to be open to a market-aware approach to remuneration. A rigid grading scheme will undermine transformation with either an organisation that is cheap and ineffective (high number of unfilled positions) or effective but expensive (high number of contractors/interims).

***It is recommended that the Organisational Structure, as presented separately, be approved for staff and union consultation.***

### Skills Uplift and Staff Development for IDS

Over the period of Shared Digital, a series of key factors have collectively impacted the relative skills level of staff.

1. The attrition rate grew significantly leaving a high number of vacancies – some senior; but
2. recruitment into these positions was limited; and instead
3. staff were promoted into positions for which they had not yet attained the skills or experience to equip them for the job; And
4. with the limited recruitment they could also have been expected to continue covering for the position they were promoted from; yet
5. training for individual staff was very limited, so the staff above struggled with workload and to gain the necessary competencies

The impact on morale was also significant and it is important to reinstate and reaffirm our commitment to staff education.

It is our aim that all our staff are engaged with continuous professional development, appropriate for them and driven by them, with our support, to accelerate their career. Therefore:

***It is recommended that all IDS managers appointed into the new IDS structure, are required to have a development conversation and recommend to the CDIO an agreed training plan for approval.***

The above is not a carte blanche cheque for training and the overall plan must be within the IDS budget. This will require the phasing of training priorities and some innovation in finding cost-effective training options. For example, Microsoft offer ‘free’ training in a variety of technical areas as part of our licensing agreement with them. We have also brought in guest speakers who freely give their time to pass on their learnings to others.

In summary, technology is fast-paced and constantly changing. Without education our staff will fall behind in their professional development and may well seek employment elsewhere.

### Cultural change

The organisational change in itself will not change the IDS culture. That may take many years. However, there is already some evidence of positive change as documented through unsolicited feedback on field service staff attitude and delivery.

However, the changes will support positive change in the following ways:

- The new structure will mark the end of a long period of organisational uncertainty
- It will reinforce alignment to the vision and create a sense of purpose
- It will provide Islington-oriented leadership that is more relatable and a short chain of command that fosters direct and honest communication through the layers
- It will reinforce the ‘customer’ ethic in all we do to create a service culture which will result in positive and reinforcing feedback
- Decisions will be made quickly which will create a sense of empowerment and ‘can do’ attitude. This is the starting point for genuine innovation.

- Empowerment supports the adoption of more personal responsibility reducing/eliminating the ‘treacle effect’ where nothing happens without constant management intervention.
- Stronger time management will be required – through timesheeting and more disciplined work allocation, to ensure we work on agreed priorities and understand our staff utilisation and the associated costs.
- The accountabilities will be clear within the structure and customers will ‘know who owns what’ and at the same time...
- Decisions, solutions and delivery will be executed through collaboration and consensus with high buy-in and motivation from staff.
- Our customers and suppliers will be seen as part of our extended team – valued and treated with respect.
- In this environment, personal resilience will improve and reduce stress and sickness levels.

This paper does not attempt to replicate the wisdom of the hundreds of books on culture change. However, having a strong vision coupled with effective communication is always a good starting point.

## Governance

The overarching corporate governance model is defined in the constitution and is taken as a given. Our operational governance enacts ‘corporate grip’ within the constitutional boundaries – but in a way and format we chose to adopt. For example, it is important for us to control the release of software into our production environments through IT governance to ensure our collective constitutional obligations are met.

The experience of the Shared Digital model has reinforced the need to have Digital leadership that is tightly aligned to the corporate priorities and business group directions. At the same time, it is important to drive consistency and discipline into the organisation to ensure we maximise our relatively small scale to get the greatest efficiency. Highly localised decisions within the council will create operational divergence, incompatibility, fragmented data, high unit cost and reduce our ability to operate as a single council. Individual directorates may feel like winners – but overall the council loses.

As a result, in all effective technology dependent organisations, the role of the CIO/CDIO is used to bring effectiveness, convergence and efficiency. This role must be supported by an authority over the procurement and use of technology. The CDIO authorities are articulated in the next section and are a foundation for a disciplined organisation.

Operational Governance within IDS will be enacted in accordance with the ITIL framework (see [Appendix A](#)). This framework specifies the processes needed to operate IT effectively and specifies such things as the Change Management process – the process that authorises the release of new software and infrastructure into the production environment.

***It is recommended that the CDIO be designated as the governance authority for all ITIL processes.***

The CDIO will create and submit IT related policies for approval from the appropriate governance bodies. This will include contributing to the Acceptable Use of Council IT policy. The Corporate Director of Resources, would be the signatory on reports submitting the policies to the appropriate governance bodies.

The IDS Programme Management Office (PMO) operates as a subordinate to the corporate PMO and will adopt the same tools, processes and governance (including project business case governance) as far as is practicable.

For the purposes of this document it is relevant to highlight the following elements of the Corporate Governance model which are intended to improve performance and focus productivity and resource in areas which benefit the delivery of Council priorities.

| <b>Governance element</b>                               | <b>ICT involvement</b>                           | <b>Role</b>  |
|---|--|--|
| Project Delivery Board                                  | CDIO representation                              | Senior view.<br>Provide steer around ICT prioritisation where projects may be competing for ICT resource |
| Directorate Management Team (DMT)                       | ICT Managers allocated to each directorate board | Provide oversight of ICT workload and cross Council ICT allied activity e.g. data                        |
| Programme Design & Compliance Board                     | Enterprise Architect                             | Ensuring solutions are compatible and aligned to ICT strategy  |
| Directorates pre-project stage/<br>Work up of documents | ICT Business Relationship Manager (BRM)          | Advisory, guidance & support role  |

In some cases, the special needs of IT projects will be reflected into the IDS PMO modus operandi. The authority of the CDIO in the PMO processes will be equivalent to that of any other service director.

Given the speed at which Shared Digital was concluded, a new internal set of ICT Governance standards and processes has had to be designed at speed as an interim measure to accommodate the return of projects from SD to sovereign and the realisation of the scale of the degradation to the Islington ICT infrastructure.

The summary of the projects is as below. The column 'Shared Digital' is a count of the projects under the oversight of Shared Digital pre-separation. The 'Islington Digital Services' column is a count of the projects under the oversight of IDS as of January 2019.

This represents a pipeline with high unsatisfied demand – that has grown significantly as the Islington directorates now engage with IDS as their technology provider. It represents a stronger willingness for Directorates to engage rather than bypass IT – but will also challenge our capacity to deliver.

| <b>Gateway</b> | <b>Shared Digital</b> | <b>Islington Digital Services</b> |
|----------------|-----------------------|-----------------------------------|
| 1              | 5                     | 41                                |
| 2              | 13                    | 23                                |
| 3              | 4                     | 1                                 |
| 4              | 3                     | 2                                 |
| 5              | 16                    | 26                                |
| 6              | 4                     | 0                                 |
| Programmes     | 3                     | 0                                 |
| Undefined      | 12                    | 0                                 |
| <b>Totals</b>  | <b>60</b>             | <b>93</b>                         |

| Stage         | Shared Digital | Islington Digital Services |
|---------------|----------------|----------------------------|
| Pre Project   | 22             | 65                         |
| In Flight     | 19             | 28                         |
| Closed        | 4              | Not applicable             |
| Misc          | 15             | Not applicable             |
| <b>Totals</b> | <b>60</b>      | <b>93</b>                  |

Other key points to note are as follows:

- A PMO function has been established within IDS to support the return of the projects from Shared Digital to sovereign state and the requirement to maintain progress on existing business project ‘work in progress’. The PMO is currently managed by an Interim ICT Delivery and Transformation Programme Manager.
- The structure and resourcing of the PMO (Programme Management Office) will form part of the re-organisation as will the evaluation of skills required to fulfil an aspiring project Management function
- Projects have been stratified to align with the level of Project Management skills and expertise, delivery pattern and governance required:
- A Priority One list of projects has been determined, which, by definition are those projects that urgently require attention to maintain service stability and/or ensure progress on interdependent projects whose critical path would be significantly impacted by their delay
- Given the time elapsed and the different pathways the three authorities have chosen for their ICT provision; it has also been necessary to revisit some key Shared Digital decisions to ensure that they are compatible with the IDS strategy.
- Infrastructure and larger ICT projects will have their own Project Boards the membership of which will be informed by the CIO as Project Sponsor and ICT Programme Delivery Manager. Wherever possible this will include business representation to ensure a wide scope of stakeholder interest is represented
- Project tools have been aligned to one common Microsoft Project on-line package which enables consistency between corporate and IDS and enables collaboration and transparency.

From the above it is clear that our Project Management resource requires development and support and there is a clear understanding within the Management Team that there is a need to upskill and improve this critical area of our service alongside managing the culture change as per the earlier discussion in this report.

### The CDIO Authorities

As above, a centralised IT model can only be effective and support organisational transformation if there is sufficient ‘corporate grip’ to ensure all activities and authorisations are enacted under the umbrella of CMB authorities. To make this practical in a day-to-day sense, authorities are delegated to Directors and other staff as appropriate. In the IT world It is common practice to delegate certain authorities to the CIO/CDIO of an organisation to ensure technology deployment and use is cost-effective, safe and appropriate to support the organisation’s goals.

***It is recommended that the authorities as defined below be endorsed and delegated by CMB to the office of the Chief Digital and Information Officer (CDIO).***

The CDIO may in turn delegate specific authorities to subordinate roles.

The CDIO is a required authority to approve:

1. The specification and acquisition of any equipment which will (or could) be connected to the corporate network - irrespective of who is funding the purchase.  
*Acquisition includes purchase, lease, rent, loan or any other mechanism that makes the item in question available for the use of LBI members, staff, contractors or community groups.*
2. The acquisition of any mobile, desk or soft phones; tablets; printer; scanning device; or multifunction device irrespective of whether or not it is connected to the corporate network.
3. The appointment of suppliers of technology and/or IT and Data services including data analytics services and cloud suppliers such as cloud computing infrastructure or Software as a Service.
4. The mandatory requirements for the connection of privately-owned devices to the Council's non-public services. (A private user is under no obligation to accept these requirements – but without them connection will not be allowed.)
5. The appointment of any supplier of technology or services related to Cybersecurity.
6. The use of External Data storage for council data and the transport of such data to the storage. (GDPR and information-sharing oversight is separate and additional to this authority.)
7. The establishment of and connection of any council network to an externally managed or controlled network.
8. The transport of data to and from the Council networks including FTP transfers and other point to point transfers from non-LBI organisations.
9. All IT and related policies which concern the sourcing and prudent operation and protection of technology assets and corporate data.

It should be noted that in many instances the CDIO will not be the only authority required. For example, the above may also require authorisation for data sharing agreements and financial expenditure in accordance with the Council's Constitution.

## Financial Model

The lack of granularity of IT costs and 'shared' approach in the old model means that there is not a good baseline of actual costs for the various IT functions – and there is a blurring between BAU and project work with little understanding of where staff time is attributed.

A budget baseline has been created for the upcoming financial year and it is based on a mix of science (salary costs) and allocation of the remaining budget. It is as follows:

| <b>£16,057,400</b> | <b>Gross Budget</b>                              |
|--------------------|--|
| £7,122,794         | Contract costs                                   |
| £800,000           | Laptop refresh cost                              |
| £8,134,606         | Remaining available budget - staff & other costs |

***It should be noted at the outset that this budget is the envelope within which the financial model must be made to operate. Activities outside of the current scope of work must either be funded by internal savings or by an additional appropriation – if granted. Whilst at this stage there may be insufficient detail to bottom-up cost the new operating model and associated structure, it will be elaborated to fit within the financial envelope.***

To meet the productivity and savings targets for the future it is imperative to introduce more disciplined and granular cost measurement.

The definitions below describe the basic dimensions for effective financial management in an IT environment. They are assisted by good ERP and/or systems to support the processes but they are not reliant upon them.

The first definition is around **Operational** and **Discretionary** costs.

**Operational costs** are those that are required ‘to keep the lights on’ and provide the day to day IT activities. These services include everything from Server/Network operations to the Service Desk and also include non-project changes such as patching and minor-release software upgrades and security changes.

**Discretionary costs** are those associated with authorised change – from service requests to provide a tablet through to major change programmes. These are costs where the budget must be identified and its use authorised on a transaction by transaction basis.

From an IT perspective, Operational costs should (continue to) be absorbed within the IT budget with cost accounting to support analysis. For example, it is important to measure and benchmark the costs associated with the provision of the Service Desk function to understand if there are opportunities for efficiency – or whether more resources should be added to improve customer productivity.

Discretionary costs will be recovered to a cost code. This recovery may be directly billed to a customer project, a customer cost centre, or not billed to the customer and instead recovered against an IT cost code so we can understand the cost of the ‘free service’.

The reason for recovery is to ensure that discretionary activity does not ‘rob’ operational budget and put the organisation at risk through operational underfunding.

This table summarises with examples:

|                            | <b>Non-recovered</b>  | <b>Recovered against IT revenue budget</b>   | <b>Recovered against Customer Cost Centre /Project/Budget</b>          |
|----------------------------|-----------------------|--|--|
| <b>Operational Costs</b>   | All BAU Revenue Costs | Application Support<br>Complex FOI responses<br>etc                                      | IT Revenue Baseline uplift for ongoing support costs for new projects. |
| <b>Discretionary Costs</b> | -                     | Customer-driven costs that we choose to not recover (e.g. Mobiles, Laptops & Office 365) | Projects<br>Service Requests<br>All Capital projects/purchases         |

The cell shaded in blue is an area of interest and internal decision making as it is often about driving desired behaviours. Currently it is simply pragmatic to centralise costs in this cell rather than bear the transactional overhead of disbursing costs. It also contains the necessary budget and prevents leakage both to other ‘priorities’ or the procurement of non-approved equipment/services. The downside is that customers tend to consider this as a ‘free service’ and behave accordingly. A current example would be the provision of laptops. It would be cumbersome to manually recover costs against each group but we see examples of business cases that add staff and make no accommodation for the additional IT costs as they are seen as ‘free’.

Another area of note is the uplift in BAU costs that projects generate for IT. These include software support/subscription charges, increased capacity, hosting or server charges etc.

These two areas are significant contributors to IT budget pressures which cannot be absorbed ad infinitum.

Recharging costs to customers is a behaviour driver and the introduction of an ERP will lower the processing barrier to the recovering costs from the source business operations.

The natural follow-on from the above is that all IT staff will need to move to time sheeting. For the sake of consistency and fairness this should apply to all roles up to and including the CDIO.

The following table demonstrates the timesheet recovery principles for various position types:

**Non-Recoverable/Fully funded positions**

| Function/Service                               | Cost basis      | Rationale/explanation   |
|--|-----------------|---|
| CDIO & Direct Reports                          | Personnel Costs | These functions are needed for the effective running of any significant IT shop and are not elastic.  |
| Enterprise Architect                           | Personnel Costs | Takes an independent all of organisation view.  |
| Relationship Managers                          | Personnel Costs | In theory you could recover costs from the customers but it would set the wrong relationship ethic.   |
| Data Scientist/Analysts                        |                 | In time the analyst level costs could be recoverable but as a function, Data is still too immature to bill on a project recovery basis. It would discourage uptake. |
| BAU Application Support                        | Personnel Costs | Maintaining applications is not a discretionary activity. It is necessary to ensure new applications transfer support funding into IT to cover growth.              |
| Service Desk                                   | Personnel Costs | In theory you could recover costs from the customers but it would drive poor behaviours – I.e. users may not report cyber-security incidents.                       |
| Contract Management and compliance measurement |                 | As per application support, these are not discretionary activities and it is in the organisations interest to ensure functions are performed effectively.           |
| Operational Assurance                          | Personnel Costs | Similarly these functions assure the delivery of key services and resourcing to an appropriate level is not discretionary or elastic.                               |
| Core PMO                                       | Personnel Costs | As an assurance role they should be fully funded.   |

**Recoverable positions**

| Function/Service      | Cost basis | Rationale/explanation                    |
|-----------------------|------------|--|
| BA                    | 100% / 70% | They are there to contribute to projects |
| Tester                | 100% / 70% | They are there to contribute to projects |
| Application Developer | 100% / 70% | They are there to contribute to projects |

| Function/Service   | Cost basis                   | Rationale/explanation   |
|--------------------|------------------------------|---|
| Project Manager    | 100% / 70%                   | They are there to contribute to projects  |
| Programme Manager  | ~15% uplift on Project costs | It is generally simpler for PMS's recovery rate to include a percentage for recovery for programme management (rather than dividing small amounts of their time over many projects) |
| Trainer            | 80% / 70%                    | They are there to contribute to projects but need non-class time to upskill   |
| Solution architect | 50% / 50%                    | They are there to contribute to projects but also have a broader enterprise role.   |

It should be emphasised that **it will take time to move to this model** and should be done at a pace and an organisational level commensurate with the roll out of ERP capability to minimise any administrative burden. It should also be done on the basis of one-time budget equalisation – i.e. if a previously funded service is flipped so as to be charged to the customer, the corresponding budget should be returned to them as a one-off exercise. The point is to drive good behaviours – not to make windfall profits.

**To be clear**, this paper is recommending that good IT/financial practices are put in place as we grow our ERP capability - but is leaving any decision to move to a recharge model to the discretion of the S151 Officer.

Ultimately it may be pragmatic to grow that maturity of this model by implementing as cost centres **within** IT rather than recharging to the customers. This does give transparency around the cost pressure areas and positions IT to at least undertake the budget conversations with the centre from a position of data-based knowledge.

A common point of contention is where the cost to a project of an internal resource is lower (or zero) than the cost of an external resource which is billed at market rate. There is an inequity in that it may be a lottery for the cost to projects for these resources which makes financial forecasting difficult. Solutions include setting the internal rate the same as the market rate; averaging the cost (works as long as the ratio of internal to external is maintained); or making such functions totally insourced or outsourced. In general, the solution is a compromise and driven more by the need for specialist external skills or internal local knowledge than assuming all Business Analysts (for example) are equivalent.

***It is recommended that this financial model be approved by CMB based on the endorsement of the S151.***

## Technology renewal

As with all infrastructure, if your IT is not maintained and refreshed regularly the cost of later remedial works increases dramatically and so avoidance and delay are ultimately false economies. This was demonstrated within the NHS recently on its Microsoft platforms which are now facing a bill of over £1billion just to meet security standards and move into vendor support, following a few years of underfunding. In technology terms we're in the same position.

Before we can truly support business change we need to ensure our core infrastructure is up to date, robust, fit for purpose today and well supported. We then need to ensure we have an affordable and sustainable architecture plan to avoid a repeat of the current situation.

### *Architectural Directions and Principles for lifecycle management*

Our core IT infrastructure will continue to be centred around the Microsoft Enterprise platform (currently Windows10 and Office 365) and their roadmap for transition to the Cloud for end user computing, productivity, collaboration and data storage.

We have also defined the current Enterprise architecture which will be used as the base position on which to map our adoption path for Software as a Service and Cloud services over the next 3 years.

Critical to sustaining our IT systems and services is the lifecycle management programme across the Enterprise, based on the following principles which will be applied at product, supply and service levels and managed by the Enterprise Architect through the Configuration Management database (CMDB):

1. Technology roadmap, covering upgrade path and regulatory compliance
2. Commercial cover including whole life costs, contract term to match business need, contracted service levels and protection from company or service failure
3. Interoperability, how the systems fit with each other and together
4. Infrastructure needs, support, resilience and renewal
5. Business continuity and disaster recovery

### *End-of-life Infrastructure & Applications*

Our current core IT environment is end of life and/or functionally deficient and needs to be brought up to date in three areas:

1. Microsoft Windows 7 will no longer be supported at all from January 2020 and must be upgraded to Windows 10. This project is in train and is expected to be completed by January 2020
2. In parallel with this is the need to consolidate and standardise the devices and environment we provide for our staff – end user computing. This project is live and also expected to complete by January 2020
3. Our networks are not sufficiently resilient or of a scale that meets our needs and the project to address is expected to complete by June/July 2019
4. Our Wide Area Network (WAN) is moving to a more flexible, performant, greater capacity and reliable technology. The project to migrate all of our links to the new WAN has begun and (subject to various physical surveys) should complete in the summer of 2019.

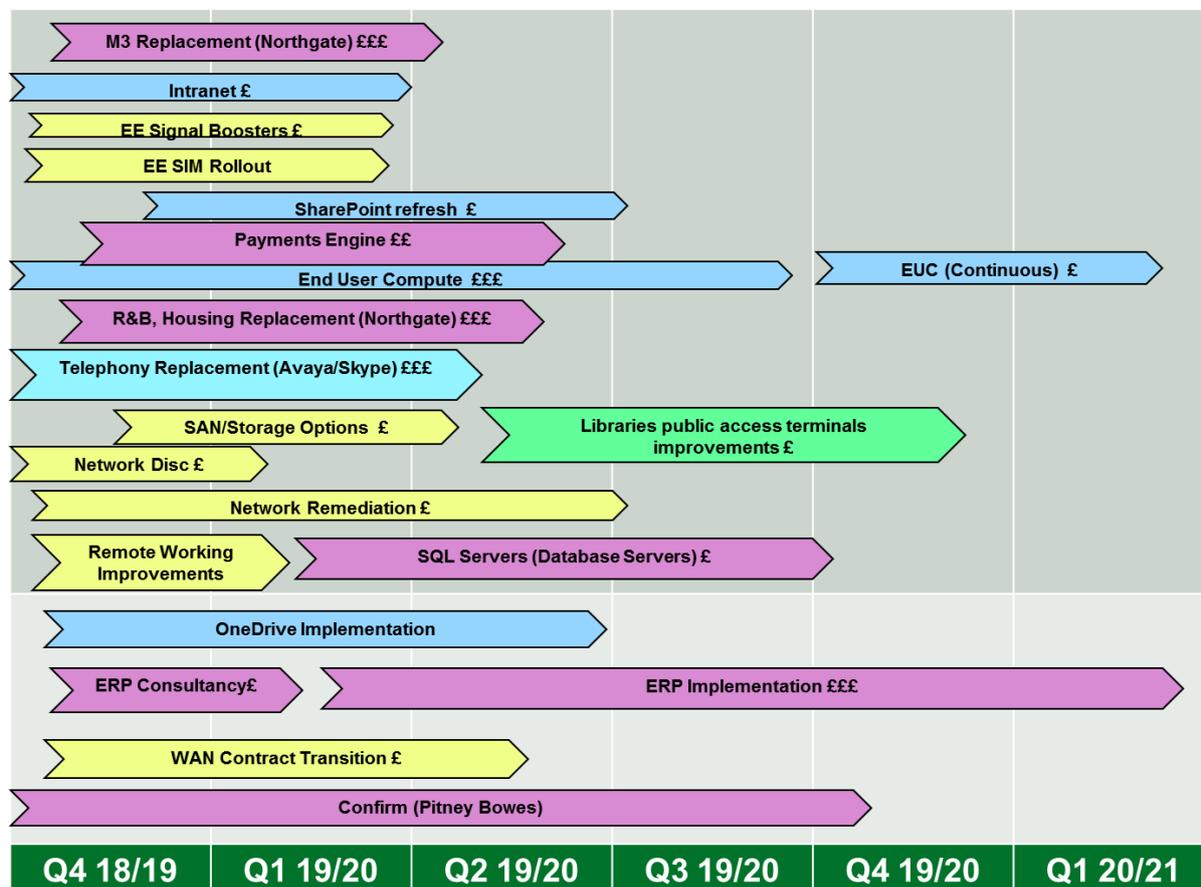
The following business applications are approaching or at their end of life and need urgent action:

- Northgate Revs & benefits, Housing
- Northgate M3 (Environment, Planning)
- Avaya Telephony (Customer service & call centre applications)
- Public Access terminals at Libraries

The roadmap has set out a proposed timeline for tackling both the core infrastructure and end of life business systems. See below for highlights.

### 18-month Roadmap Highlights

The following chart represents the high level view of the near-term programmes to support the technology roadmap. This is still evolving but it gives a sense of the scale of the work required – and the short timeframe within which we have to work.



### Priorities for New Capability

The strategic business relationship management function within IDS will ensure the demands from business areas are aligned to the Council’s strategic priorities (strategic business plans, Islington 2020) and the pipeline for new services and solutions is brokered to:

- take into account competing demands
- not exceed the available technical and operational capability
- ensure core services continue to function well and are not compromised
- Ensure compliance with the CDIO Authorities
- Provide good value to the Council

This pipeline will set the investment profile for IDS additional services alongside the resources required to sustain and refresh core services.

IT investment is primarily an enabler for service transformation to increase productivity, drive value and release resources through self-service and streamlined operations via a “once and done” approach to service delivery. Cost reductions (savings) will typically be realised through business budgets and not those of IDS and it is essential that business cases for new capability have clear line of sight to how and when those savings will be released.

## Data – the new oil

The Public Sector has a long tradition of collecting data and has an impressive back catalogue of valuable information, with consent to use it for service delivery. The ability to make use of that data through advanced analytics to inform strategic and operational decision making has only recently reached a point where the hype has become reality in terms of affordability for the tools needed and the skills of data analysts to meet business expectations.

The evidence of the power of data to drive whole systems change is overwhelming. Examples include the reinvention of retail, banking and insurance through supply chain management and personalisation to fundamentally change industries and encourage people to live healthier lives respectively.

Unlocking the power of data is dependent on 3 things: quality, ease of access and consent to use. The Council's proposed data strategy sets out how we can make use of our data to transform services.

## Cybersecurity

Cybersecurity remains an ongoing threat to the functioning of the council and a failure could result in a public failure to meet our statutory obligations. A recent update to CMB (December 2018) outlined the threats and our defensive measures which will not be repeated here.

However, it is worth noting that it is well recognised that cybersecurity is not a function that 'takes care of the problem' in isolation. The practitioners in this area must ensure technical robustness, executive awareness & buy-in and increasingly, user education and awareness of their role on preventing security and privacy incidents. The positioning of the cybersecurity practice in IDS also provides a close relationship with the proposed Digital Education group which will be the front line for raising awareness with staff.

This plan acknowledges the importance of raising the bar for cybersecurity across all dimensions of the IDS's activities.

## Risks & Resilience

This section provides an overview of the risks to a) executing this plan; b) the key technology risks currently in play; and c) the general approach to creating 'resilience' which provides general mitigation to technology failure. The risk scale is as follows:

|                               |               |          |          |          |              |
|-------------------------------|---------------|----------|----------|----------|--------------|
| <b>Impact scale =&gt;</b>     | Insignificant | Marginal | Moderate | Critical | Catastrophic |
| <b>Likelihood scale =&gt;</b> | Rare          | Unlikely | Possible | Likely   |              |

### A) Risk Analysis for this Business Plan

| <b>Risk</b>             | <b>Impact/<br/>Likelihood</b> | <b>Mitigation</b>   | <b>Residual<br/>I/L</b> |
|-------------------------|-------------------------------|---|-------------------------|
| Staff become disengaged | Critical/<br>Possible         | Strong communications, clear plan, fairness, address 'what's in it for me', strong sense of purpose | Critical/<br>Unlikely   |

| <b>Risk</b>  | <b>Impact/<br/>Likelihood</b> | <b>Mitigation</b>  | <b>Residual<br/>I/L</b> |
|--|-------------------------------|--|-------------------------|
| Delays in recruitment and selection of critical staff impacts the speed at which the new structure can be fully implemented and become effective | Critical/<br>Likely           | A resilient recruitment plan is produced to ensure timely resourcing to deliver strategic objectives: Market-led remuneration packages are proposed to attract and retain key staff. Chosen recruitment partners are well briefed and prepared.  | Critical/<br>Possible   |
| Supplier market reacts slowly to the new ICT landscape   | Moderate/<br>Possible         | Strong engagement with suppliers & clarity of purpose around medium-long term market requirements. Use of G Cloud  | Moderate/<br>Unlikely   |
| Non-acceptance of IT authority with continued 'Shadow IT' activity undermines the plan   | Moderate/<br>Possible         | Strong communications and delivery performance from IDS to make the right way the easy way. Buy-in from CMB to back the CDIO authorities.  | Moderate/<br>Unlikely   |
| Poor change management causes reputational damage to ICT & the wider Council   | Moderate/<br>Possible         | Transparent stakeholder comms which are clear about the critical state of ICT and seek support of all. Areas deemed critical to service delivery encouraged to review high level plans to mitigate any loss of ICT service during this transition period. HR processes followed rigorously overlaid with strong people-care. | Moderate/<br>Unlikely   |
| There is insufficient funding to execute the plan successfully.  | Moderate/<br>Possible         | Continue to mature the cost model and drivers and prioritise most important aspects of the plan  | Moderate/<br>Possible   |

*B) Technology-related risks for the broader organisation*

| <b>Risk</b> | <b>Impact/<br/>Likelihood</b> | <b>Mitigation</b> | <b>Residual I/L</b> |
|-------------|-------------------------------|-------------------|---------------------|
|             |                               |                   |                     |

| <b>Risk</b>  | <b>Impact/<br/>Likelihood</b> | <b>Mitigation</b>  | <b>Residual I/L</b>   |
|--|-------------------------------|--|-----------------------|
| Technology failure due to unsupported applications/ infrastructure leading to delays in delivery of cost-cutting projects, poor service and reputational damage.           | Catastrophic/<br>Possible     | Priority One projects/ so-called 'cliff edges' identified and action taken to accelerate remediation. Accurate mapping of critical dependencies within projects and programmes undertaken. | Critical/<br>Possible |
| Inability of IDS (in conjunction with directorates) to progress services in-keeping with technology developments and end-user expectation.                                 | Critical/<br>Possible         | Maintain proactive attitude and encourage close stakeholder relationships via the Business Relationship Managers. Upskill staff and establish supportive vendor partnerships.              | Moderate/<br>Unlikely |
| We do not deliver IT projects which will enable/optimize business transformation across the Council.   | Critical/<br>Likely           | Maintain strong reporting and monitor very closely interdependencies between projects. Establish flexible supplier relationships.  | Moderate/<br>Likely   |
| There is insufficient budget to operate IDS effectively or invest in the necessary infrastructure to avoid failure.  | Critical/<br>Likely           | Prioritise initiatives to the most cost-effective and keep transparency over the service/cost trade-offs. Seek cost recovery where appropriate. Manage best value from suppliers.          | Moderate/<br>Likely   |
| The End user Computing project does not deliver a solution that meets the business and end user needs of the council and its staff.  | Critical/Possible             | Ensure the project definition is centred on the user and not driven by technology components. Adopt standard architectures & establish a well-represented end user community for testing.  | Critical/unlikely     |
| The council's networks and cyber-defences are not capable of protecting systems and data from hostile actions and do not provide sufficient capacity to meet business need | Critical/Possible             | Design and implement the council IT security model to meet current recommended industry and UK government standards. Adopt appropriate all-of-government cybersecurity offerings.          | Critical/Possible     |

### *The Approach for Application and technology resilience*

The lack of strong resilience for the council's IT is of concern and represents an ongoing risk. The business case to **not** move the data centres was approved by CMB in late 2018 as such a move would have been expensive and would not solve the resilience problem. The problem is the lack of **failover** capability to alternatively provisioned capacity should our primary data centre (222 Upper St) fail in some way.

With the current state of applications and hosting, the path to providing resilience is long and expensive. In the short term we need to manage the risk and ensure we have good backups and resilience for the most critical applications (as far as their architecture allows).

As we upgrade applications we should move to Software as a Service with providers who provide resilience for their services, or, where we must still procure at an infrastructure level, we provision the infrastructure in Azure cloud, where there are options through which resilience can be achieved. These include:

- 'active-active' where dual sets of infrastructure share the load all the time
- 'hot/warm/cold standby' where a version of the application/infrastructure is ready to be brought into service within varying timeframes
- 'restore from cloud' where a new set of cloud infrastructure is provisioned and the data restored from cloud to pick up from the last backup point.

The two key factors to consider for us are:

1. RPO (recovery point objective) - the time for which data (generated before the failure/incident) is lost
2. RTO (recovery time objective) - the time from the point of failure/incident to restoring operations to normal

There is naturally a higher cost for shorter RPO/RTO's and the answer will be driven by the business continuity demands. In reality there are very few applications for councils that cannot tolerate a reasonable outage time – up to one day, before operations are critically affected. However, this can be nuanced – e.g payroll can tolerate long outages as long as they are not near a pay run at which point it becomes critical.

Mass retrofitting of good Disaster Recovery is not an affordable option. Therefore, at each investment point, a well-considered decision will be made to determine the appropriate DR approach in consultation with the affected business and in line with the guidance from the Resilience Board.

### **Conclusion**

The above plan is a wide ranging view of the foundations for a transformed IT service. Not all aspects of the plan are fully analysed or articulated as yet – these evolve as part of the journey. It is necessary to have an agreed and cohesive starting point, which can be updated over time as we learn and understand more.

***In conclusion it is recommended that this plan, in its entirety, is approved by CMB for execution through the appropriate organisational and change processes.***

## Appendix A - Industry Standards

### Project and Programme Management

The Association of Project Management (APM) is one of the foremost professional bodies in this field and has established a set of Chartered qualifications for the various professional roles involved underpinned by a set of well recognised standards which practitioners must prove that they meet to achieve accreditation. These are not specific to the IT industry, but are more generic around what is needed to support successful project delivery.

PRINCE (PRojects IN a Controlled Environment) 2 is an internationally recognised methodology for use in managing projects and came from the UK government IT profession in the 1990s. There are 7 principles defined in PRINCE2:

- Continued Business Justification:
- Learn from Experience:
- Defined Roles and Responsibilities:
- Manage by Stages:
- Management by Exception:
- Focus on Products:
- Tailor to Suit the Project Environment

IDS will adopt PRINCE2 as the methodology for project management across the functions and develop the staff's capabilities through the APM model for professional standards and competence.

### ITIL

ITIL, an acronym for Information Technology Infrastructure Library, is a set of detailed practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business.

ITIL describes processes, procedures, tasks, and checklists which are not organization-specific nor technology-specific, but can be applied by an organization for establishing integration with the organization's strategy, delivering value, and maintaining a minimum level of competency. It allows the organization to establish a baseline from which it can plan, implement, measure and validate compliance across the IT environment.

IDS will be implementing the ITIL practices as the core model for ensuring effective service management and will develop our staff capabilities under the ITSM Framework to enable successful implementation.

### Project Support Tools

There are a wide variety of project support tools in the market place and a reasonably competitive market for cloud based solutions. In keeping with our consolidation of the core IT around Microsoft, we will be implementing MS Project Online as our default support tool, including the timesheet function for effective resource management.

MS Project Online will provide the council with transparent accountability of costs against project delivery, the ability for IDS to map out resource needs going forward against demands (linked to the Enterprise Architecture and technology roadmap over time) and a basis on which a resource plan can be built and managed to meet core and added business needs for technology implementation, management and refresh now and in the future.

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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> | 25 July 2019 | G1          | All     |

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

**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

-----  
Date

Received by

-----  
Head of Democratic Services

-----  
Date

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

# FORWARD PLAN OF KEY DECISIONS



# ISLINGTON

## **KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 19 SEPTEMBER 2019 AND BEYOND**

Page 57

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

Published on 1 July 2019

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 19 SEPTEMBER 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<br>Executive Member<br>(including e-mail address)  |
|---------|--|----------|---------------------------------|---------------------|-------------------|---|---|
| 1.      | Procurement strategy and contract award for telephony maintenance and support for the period 2019 - 2022 | n/a      | Corporate Director of Resources | 2 July 2019         | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)                           | Nicki Beardmore<br><a href="mailto:Nicki.beardmore@islington.gov.uk">Nicki.beardmore@islington.gov.uk</a>   |
| Page 59 | Procurement strategy and contract award for End User Computing hardware                                  | n/a      | Executive                       | 11 July 2019        | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)                           | Nicki Beardmore<br><a href="mailto:Nicki.beardmore@islington.gov.uk">Nicki.beardmore@islington.gov.uk</a><br><br>Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety<br><a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a> |
| 3.      | Procurement strategy for automotive fuels  | n/a      | Executive                       | 11 July 2019        | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Claudia Webbe, Executive Member for Environment & Transport<br><a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>               |
| 4.      | Appropriation of land for planning purposes - Wedmore Estate   | Junction | Executive                       | 11 July 2019        | None              | Open  | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Housing & Development<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@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.               | Contract award for lift repairs and maintenance in housing and public buildings   | All            | Corporate Director of Housing | 15 July 2019      | None  | Open   | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a> |
| Page 60 | 6.               | Contract award for emergency lighting   | All Wards      | Corporate Director of Housing | 19 July 2019      | None  | Part exempt<br>Information relating to the financial or business affairs of any particular person (including the authority holding that information) | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a> |
|         | 7.               | Contact award for the delivery, operation and management of Islington's specialist adventure playground for children and young people with special educational needs and disabilities: Hayward Adventure Playground | All            | Corporate Director of People  | 22 July 2019      | None  | Part exempt<br>Information relating to the financial or business affairs of any particular person (including the authority holding that information) | Carmel Littleton<br><a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@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

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|---------------|---|------------|---|---------------------|-------------------|---|---|
| 8.            | Contract award for the construction of 8 units at Hanley Crouch   | Tollington | Corporate Director of Housing                   | 25 July 2019        | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a> |
| 9.<br>Page 61 | Contract award for Taxi and Passenger Attendant Service   | All Wards  | Corporate Director Environment and Regeneration | 25 July 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<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a>               |
| 10.           | Contract award for a new build housing scheme comprising 38 units on the site at Telfer House, Lever Street, EC1. | Bunhill    | Corporate Director of Housing                   | 2 August 2019       | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@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<br>Executive Member<br>(including e-mail address)  |
|----------------|---|---------------|-------------------------------|---------------------|-------------------|---|---|
| 11.            | Contract award for the construction of 40 new homes and associated improvements for the Park View Estate, Collins Road , N5 | Highbury East | Corporate Director of Housing | 2 September 2019    | None              | Part exempt<br>Information relating to the financial or business affairs of any particular person (including the authority holding that information)        | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>   |
| 12.<br>Page 62 | Contract award for main building contractor - Wedmore Estate  | Junction      | Corporate Director of Housing | 19 September 2019   | None              | Part exempt<br>Information relating to the financial or business affairs of any particular person (including the authority holding that information)        | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>   |
| 13.            | Procurement strategy for the operation, delivery and facilities management of 11 adventure playgrounds                      | All           | Executive                     | 19 September 2019   | None              | Open  | Carmel Littleton<br><a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a><br><br>Councillor Kaya Comer-Schwartz,<br>Executive Member for Children, Young People and Families<br><a href="mailto:kaya.comerschwartz@islington.gov.uk">kaya.comerschwartz@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

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|-----|---|-----------|-------------------------------|---------------------|-------------------|---|---|
| 14. | Corporate Insourcing Policy   | n/a       | Executive                     | 19 September 2019   | None              | Open  | Nicki Beardmore<br><a href="mailto:Nicki.beardmore@islington.gov.uk">Nicki.beardmore@islington.gov.uk</a><br><br>Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety<br><a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a> |
| 15. | Procurement strategy for the construction of 24 new build residential homes on the Harvist Estate | Holloway  | Executive                     | 19 September 2019   | None              | Open  | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Housing & Development<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>   |
| 16. | Procurement strategy for back up contractor (North), contractor (South) and gas installation      | All Wards | Corporate Director of Housing | 19 September 2019   | None              | Open  | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@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<br>Executive Member<br>(including e-mail address)   |
|-----|---------------------------------|-------------|----------------|---------------------|-------------------|---|--|
| 17. | Clerkenwell Fire Station        | Clerkenwell | Executive      | 19 September 2019   | None              | Part exempt<br>Information relating to the financial or business affairs of any particular person (including the authority holding that information)        | Karen Sullivan<br><a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Housing & Development<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a> |
| 18. | Air Quality Strategy            | All Wards   | Executive      | 19 September 2019   | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Claudia Webbe, Executive Member for Environment & Transport<br><a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>    |
| 19. | Local Development Scheme update | All         | Executive      | 19 September 2019   | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Housing & Development<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>      |

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|-----|--|-----------|----------------|---------------------|-------------------|---|--|
| 20. | Adoption of waste reduction and recycling plan   | All Wards | Executive      | 19 September 2019   | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Claudia Webbe, Executive Member for Environment & Transport<br><a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>                |
| 21. | Discretionary Rate Relief  | All       | Executive      | 19 September 2019   | None              | Open  | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a><br><br>Councillor Una O'Halloran, Executive Member for Community Development<br><a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a> |
| 22. | Regeneration of Retail Areas - Executive Member's response to the recommendations from the Environment and Regeneration Scrutiny Committee | All       | Executive      | 17 October 2019     | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Asima Shaikh, Executive Member for Inclusive Economy and Jobs<br><a href="mailto:asima.shaikh@islington.gov.uk">asima.shaikh@islington.gov.uk</a>                |

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|-----|---|------------|----------------|---------------------|-------------------|---|---|
| 23. | Procurement strategy for the construction of a new build scheme for 11 clients with learning disabilities at Windsor Street | St Peter's | Executive      | 17 October 2019     | None              | Part exempt<br>Information relating to the financial or business affairs of any particular person (including the authority holding that information)        | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Housing & Development<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a> |
| 24. | Islington lorry control scheme  | All Wards  | Executive      | 17 October 2019     | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Claudia Webbe, Executive Member for Environment & Transport<br><a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>             |
| 25. | Approval of Cycle Scheme (formerly Quietway 10)   | All        | Executive      | 17 October 2019     | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Claudia Webbe, Executive Member for Environment & Transport<br><a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>             |

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|-----|--|-----------|----------------|---------------------|-------------------|---|---|
| 26. | Adoption of Energy Strategy 2019-2022  | All Wards | Executive      | 17 October 2019     | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Claudia Webbe, Executive Member for Environment & Transport<br><a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a>             |
| 27. | Extension to framework agreement for interim staff   | n/a       | Executive      | 17 October 2019     | None              | Part exempt<br>Information relating to the financial or business affairs of any particular person (including the authority holding that information)        | Alan Layton<br><a href="mailto:alan.layton@islington.gov.uk">alan.layton@islington.gov.uk</a><br><br>Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety<br><a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>           |
| 28. | Procurement strategy for supported accommodation for residents with multiple and complex needs | All       | Executive      | 17 October 2019     | None              | Open  | Carmel Littleton<br><a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a><br><br>Councillor Janet Burgess MBE, Executive Member for Health & Social Care<br><a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a> |

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|-----|---|---------------|-------------------------------|---------------------|-------------------|---|--|
| 29. | General building work for the Housing Legal Repairs Service, Special Projects Team and Housing Legal Repairs  | All Wards     | Corporate Director of Housing | 4 November 2019     | None              | Open  | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  |
| 30. | 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 | Corporate Director of Housing | 13 November 2019    | None              | Part exempt<br>Information relating to the financial or business affairs of any particular person (including the authority holding that information)        | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  |
| 31. | Islington's Transport Strategy: Adoption  | All           | Executive                     | 28 November 2019    | None              | Open  | Karen Sullivan<br><a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a><br><br>Councillor Claudia Webbe, Executive Member for Environment & Transport<br><a href="mailto:claudia.webbe@islington.gov.uk">claudia.webbe@islington.gov.uk</a> |

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|-----|--|---------------|----------------|---------------------|-------------------|---|---|
| 32. | Designation of an area for additional licensing of houses in multiple occupation and selective licensing (Finsbury Park) | Finsbury Park | Executive      | 28 November 2019    | None              | Open  | Kevin O'Leary<br><a href="mailto:kevin.oleary@islington.gov.uk">kevin.oleary@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Housing & Development<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>               |
| 33. | Procurement strategy for a Strength-Based Homecare dynamic purchasing system   | All Wards     | Executive      | 28 November 2019    | None              | Open  | Carmel Littleton<br><a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a><br><br>Councillor Janet Burgess MBE, Executive Member for Health & Social Care<br><a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a> |

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|---------------|---|----------|-------------------------------|---------------------|-------------------|---|---|
| Page 34 of 70 | 34. 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 | Corporate Director of Housing | 20 December 2019    | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>   |
|               | Triangle Estate - appropriation of land   | Bunhill  | Executive                     | 16 January 2020     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Housing & Development<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a> |

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|-----|---|---------------|-------------------------------|---------------------|-------------------|---|---|
| 36. | Contract award for back up contractor (North), contractor (South) and gas installation                          | All Wards     | Corporate Director of Housing | 6 February 2020     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a> |
| 37. | Contract award for the construction of 42 new build homes and improvements to Hathersage Court and Besant Court | Mildmay       | Corporate Director of Housing | 28 February 2020    | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a> |
| 38. | Harvist Estate - appointment of main building contractor  | Highbury West | Corporate Director of Housing | 24 March 2020       | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a> |

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|-----|--|----------|-------------------------------|---------------------|-------------------|---|---|
| 39. | Contract award for measured term contract for delivery of major works to housing stock | All      | Corporate Director of Housing | 17 April 2020       | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Maxine Holdsworth<br><a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a> |

**Page 7**  
Membership of the Executive 2019/2020:

**Page 7**  
Councillors:

Portfolio

|                     |   |
|---------------------|---|
| Richard Watts       | Leader                                    |
| Janet Burgess MBE   | Health and Social Care                    |
| Kaya Comer-Schwartz | Children, Young People and Families       |
| Andy Hull           | Finance, Performance and Community Safety |
| Una O'Halloran      | Community Development                     |
| Asima Shaikh        | Inclusive Economy and Jobs                |
| Diarmaid Ward       | Housing and Development                   |
| Claudia Webbe       | Environment and Transport                 |

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**OUTSTANDING SCRUTINY REVIEWS – UPDATED 14 June 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><br>(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<br>Exec 28 Sept 2017          | Oct - Feb   | JB 27 Mar 2018<br>Exec 19 Apr 2018               | 1 Nov 2018  | Kevin O’Leary       |
| Regeneration of Retail Areas                | Environment and Regeneration | JB 5 Sept 2017<br>Exec 28 Sept 2017          | Oct - March   | JB 16 July 2019<br>Exec 19 Sept 2019             | TBA   | Caroline Wilson     |
| Improving access to psychological therapies | Health and Care              | JB 5 Sept 2017<br>Exec 23 Nov 2017           | Nov - Dec   | JB 12 Dec 2017<br>Exec 4 Jan 2018                | 2 Oct 2018  | Natalie Arthur      |
| Housing Services for Vulnerable People      | Housing                      | JB 5 Sept 2017<br>Exec 28 Sept 2017          | Oct - Jan   | JB 12 Dec 2017<br>Exec 4 Jan 2018                | 23 April 2019   | Paul Byer           |
| Post-16 Education, Employment and Training  | Children’s                   | JB 5 Sept 2017<br>Exec 28 Sept 2017          | Oct - Feb   | JB 27 Feb 2018<br>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><br>(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<br>Exec 22 Mar 2018           | Apr - June  | JB 19 June 2018<br>Exec 19 July 2018             | 19 March 2019   | Damian Dempsey & Stuart Fuller |
| Effectiveness of Communications | Housing Scrutiny Committee         | JB 27 Mar 2018<br>Exec 19 Apr 2018           | May - July  | JB 17 July 2018<br>Exec 6 Sept 2018              |   | Paul Byer & Lynne Stratton     |
| New Build Programme             | Housing Scrutiny Committee         | JB 27 Mar 2018<br>Exec 19 Apr 2018           | May – July  | JB 18 Sept 2018<br>Exec 18 Oct 2018              |   | Stephen Nash                   |
| Air Quality and Health          | Health and Care Scrutiny Committee | JB 27 Mar 2018<br>Exec 19 Apr 2018           | May - July  | JB 17 July 2018<br>Exec 18 Oct 2018              | 9 May 2019  | Julie Billett                  |
| Recycling                       | Environment and Regeneration       | JB 27 May 2018<br>Exec 14 June 2018          | June – Aug  | JB 30 Oct 2018<br>Exec 29 Nov 2018               | 12 November 2019  | Matthew Homer                  |
| Vulnerable Adolescents          | Children’s Services                | JB 27 Mar 2018<br>Exec 19 Apr 2018           | July – Oct  | JB 17 July 2018<br>Exec 6 Sept 2018              |   | Tania Townsend                 |
| 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><br>(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 16 Jul 2019<br>Exec 19 Sept 2019          |   |  |   | Damian Dempsey & Stuart Fuller |
| GP Surgeries  | Health and Care Scrutiny Committee | JB 18 June 2019<br>Exec 11 July 2019         |   |  |   | Julie Billett                  |
| Volunteers and Resident engagement with Parks and Open Spaces | Environment and Regeneration       | JB 16 Jul 2019<br>Exec 19 Sept 2019          |   |  |   | Barry Emmerson                 |
| Permanent and fixed period exclusion from school              | Children's Services                | JB 21 May 2019<br>Exec 20 Jun 2019           |   |  |   | Candy Holder                   |
| Universal Credit  | Policy and Performance             | JB 16 Jul 2019<br>Exec 19 Sept 2019          |   |  |   | N/A                            |

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**POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2019/20**

**18 JUNE 2019**

- 1.Revenue outturn 2018/19
- 2.Presentation Leader of the Council on Executive priorities 2019/20
4. Work Programme 2019/20
- 5.Call ins - if any
- 6.Monitoring report
7. Council sickness
8. New Scrutiny topics – PPS/Review Committees – Approval of topics
9. Membership and Terms of Reference
10. Scrutiny Review – Universal Credit – Final Report

**25 JULY 2019**

1. Quarters 3 and 4 – Well run Council/Crime Statistics
2. Call ins – if any
3. Monitoring Report
4. Work Programme – 2019/20
5. IT Presentation following ending of Joint Venture
6. Presentation on Performance Monitoring

**30 SEPTEMBER 2019**

1. Call ins – if any
2. Monitoring Report
3. Financial Monitoring
4. Work Programme 2019/20
5. Use of Agency staff
6. Presentation on Performance Monitoring

**14 NOVEMBER 2019**

- 1.Call ins- if any
- 2.Monitoring report
- 3 Work Programme 2019/20
4. Annual Crime and Disorder report

## **5. Workplace strategy**

**12 DECEMBER 2019**

- 1 Call ins – if any**
- 2. Monitoring report**
- 3. Work Programme 2019/20**
- 5. Report of Procurement Board**
- 6. Financial Monitoring**

**23 JANUARY 2020**

- 1. Financial Monitoring**
- 2.Call ins- if any**
- 3. Monitoring report**
- 4. Work Programme 2019/20**
- 5. Council sickness**
- 6.Performance update – Quarters 1/2 Well run Council/Crime Statistics**

**13 FEBRUARY 2020**

- 1.Monitoring report**
- 2. Thames Water Report Back**
- 3. Work Programme 2019/20**
- 4. Presentation Executive Member – Finance, Performance and Community Safety**
- 5. Call ins – if any**
- 6. Use of Agency staff**

**26 MARCH 2020**

- 1. Call ins – if any**
- 2. Monitoring Report**
- 3. Presentation Executive Member Community Development**
- 4. Financial Monitoring**
- 5. iCO -12 month update**

**14 MAY 2020**

1. Call ins (if any)
2. Financial update
3. Monitoring report
4. Work Programme 2019/20

**SEPTEMBER 2020**

**12 MONTH PROGRESS REPORT ON UNIVERSAL CREDIT SCRUTINY REVIEW**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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