



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

AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in Committee Room 4 on **30 September 2019 at 7.30 pm.**

NB There will be a pre-meeting of the Committee at 7.00p.m. in Committee Room 3

Enquiries to : Peter Moore
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Despatched : 20 September 2019

LINZI ROBERTS - EGAN CHIEF EXECUTIVE

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

1 - 8

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.	Use of Agency Staff	
2.	Performance /Scrutiny - Presentation	
3.	Quarter 1 Well run Council/Council Targets	9 - 28
4.	Quarter 1 Performance statistics - Crime	29 - 40
5.	Financial Monitoring	41 - 64
6.	Work Programme 2019/20	65 - 68
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 - if any	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. IT Strategy - Presentation

K. **Other Business** **Page**

The next meeting of the Policy and Performance Scrutiny Committee will be on 14 November 2019

Please note all committee agendas, reports and minutes are available on the council's website: www.democracy.islington.gov.uk

Public Document Pack Agenda Item A4

London Borough of Islington

Policy and Performance Scrutiny Committee - 25 July 2019

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held on 25 July 2019 at 8.00 pm.

Present: **Councillors:** Champion (Chair), Gallagher (Vice-Chair), Bell-Bradford, Cutler, Gantly, Hyde, Jeapes, Nathan, Poyser, Russell and Wayne

Also Present: **Councillors:** Hull

Councillor Rowena Champion in the Chair

128 **INTRODUCTIONS (Item)**

The Chair introduced Members and officers to the meeting

129 **APOLOGIES FOR ABSENCE (Item A1)**

Councillors Khurana, Heather and Poyser

130 **DECLARATION OF SUBSTITUTE MEMBERS (Item A2)**

None

131 **DECLARATIONS OF INTEREST (Item A3)**

None

132 **MINUTES OF THE PREVIOUS MEETING (Item A4)**

RESOLVED:

That, subject, in minute 116, Declaration of substitute Members - to the deletion of 'Councillor Chapman', and the insertion of 'Councillor Hyde', and also to the insertion in minute 123, Workplace Strategy - page 4 of an additional bullet point as follows – 'Reference was made to the need to assist staff, especially longer serving staff, who were finding organisation change difficult, particularly with regard to the locations project, and there should be good timely communications to all levels of staff regarding the project, and other projects. This should be an institutionalised response to everyone involved in organisational change'

the minutes of the meeting of the Committee held on 18 June 2019 be confirmed and the Chair be authorised to sign them

133 **CHAIR'S REPORT (Item A5)**

The Chair stated that a presentation would take place that evening on Performance Indicators, and the Committee could also look at the role of Members in deciding, presenting and effectively scrutinising P.I's, and how improvements can be made. A further presentation would be submitted to the next meeting of the Committee in September

134 PUBLIC QUESTIONS (Item A6)

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

135 PERFORMANCE MONITORING PRESENTATION (Item C1)

The Executive Member Finance, Performance and Community Safety, Councillor Andy Hull, was present and accompanied by Roger Dunlop, Director of Strategy and Change, and a presentation was made to the Committee, copy interleaved

During discussion the following main points were made –

- Background – up until 2010, Local Authorities were required to report data and monitor progress against Best Value Performance Indicators. There are no longer any duties or obligations on the Council to have in place corporate performance arrangements, other than the requirement to provide statutory returns on a list of measures
- Islington's performance framework is used to – monitor progress in delivering priorities and direction of travel towards achieving outcomes, measure the impact of activity to determine whether the money and effort put in is making a difference, to benchmark ourselves against other Local Authorities, and to drive continuous improvement and identify any issues at an early stage
- Council's Performance Framework – the Council has arrangements for monitoring delivery and performance against key priorities and services. Key elements of the framework are – a suite of corporate performance indicators reported monthly or quarterly, overseen by departmental management teams, CMB, and Scrutiny Committees. From the Autumn these will also be reported quarterly to Joint Board
- There is also oversight of other key related data – monthly budget monitoring through services, Departmental Management Teams, CMB, Executive and scrutiny. There is also quarterly corporate and departmental risk monitoring, Annual Executive Member reports to scrutiny, setting out activity and achievements of those services that sit within the EM portfolio. In addition, a number of Partnership Boards are in place to oversee activity and performance on specific themes, including Community Safety, Safeguarding, Health and Wellbeing, and Children and Families
- How to choose what to monitor – Indicators should relate to delivery of key services, or corporate priorities set out in the Corporate Plan, and measure outcomes, rather than outputs. The Council should be able to influence the outcome, either through in-house or commissioned services, or through partnership working. Data should be easily available and reported frequently to enable regular monitoring of progress. It should be possible to set a target, not just to monitor, and targets should be challenging, and the measure should be clear and unambiguous, and be easy to understand whether an indicator needs to go up and down
- Corporate Health measures – in addition to the current KPI's, a suite of corporate health measures has been developed to enable monitoring of core business requirements, and standards, that sits across all Directorates. The suite of measures relate to complaints, responses to requests for information, data security incidents, staff sickness levels, agency workers, apprenticeships, digital services. These will be routinely monitored through DMT's and CMB
- Process for setting targets – DMT's lead the process for indicators that sit within their areas. They seek advice from relevant service leads and have regard to recent performance data and corporate priorities. Proposed targets are set for the year ahead, and are endorsed by CMB
- The proposed targets are shared with the Executive Member Finance, Performance and Community Safety who has formal responsibility for approving the targets. The EM will discuss with the Chairs of Scrutiny Committees to provide the opportunity to

Policy and Performance Scrutiny Committee - 25 July 2019

input on relevant measures before the final decision is made. The refreshed suite of corporate PI's and targets are presented to the scrutiny committees in the autumn of each year, alongside with the Quarter 1 report

- Guidance on setting targets – Where possible, the aim should be for continuous improvement, unless there are good reasons why this is not realistic/possible – in this event an explanation should be provided
- The following questions should be asked when target setting – are targets SMART, Continuous improvement – is the target better than the previous year's performance. Benchmarking – how do we compare with other London/national/statistical neighbours. Aligning with national targets – are the measures part of a regional or national performance framework. If so can the same target be agreed for consistency. Budget constraints – are budget issues likely to impact on the target or delivery. Service changes – are there any recent or future changes to services that could negatively impact upon performance, or changes which are expected to improve performance. Population changes – has any modelling/forecasting been carried out which indicates a change in population needs which will impact on performance. Policy changes – will recent or pending policy/legislative changes impact on performance
- What gets measured gets managed – PI's are only part of the bigger picture in terms of understanding and improving performance. The Audit Commission stated that indicators needed to be interpreted carefully, and on their own are rarely sufficient to make definitive judgements. Some important aspects of services cannot be easily measured through performance indicators, so other sorts of information, such as detailed feedback from service users and reviews by external inspectorates, are needed to provide a complete picture
- Triangulating information needs to be carried out between KPI, Customer Satisfaction and Activity Data
- Beware of performance frameworks that drives perverse incentives – Introduced in 2003, Payment by Results is the national funding system by which primary care trusts, which are allocated about 80% of the NHS budget, pay hospitals to deliver services, including the provision of medicines, to their patients. Under payment by results, hospitals receive money from PCT's for each episode of care, from admission to discharge), they undertake, rather than receiving a set of amount of money under the block contracts that were previously in place. The idea of payment by results is to reward hospitals for efficiency, and to facilitate the introduction of patient choice by allowing money to follow the patient. Block contracts were thought to rely too heavily on previous budgets, and the skills of local negotiations
- Holding Members/officers to account – why is it not on target – understanding what has happened that is stopping the target being met – what action are you taking to get it back on track, what action is being taken and will these actually address the issue, and when is it expected to get back on track and when should scrutiny ask for an update
- In response to a question it was stated that the area of triangulation of services need to be improved
- A Member referred to the performance indicators considered by Children's Services Committee, and that whilst appreciating that a number of these were statutory there is a need to identify areas that are important to the Committee, and to follow through on these
- A Member referred to the fact that the way that the P.I.'s are presented did not allow Members to challenge targets effectively, as they could not see how the targets had changed/been achieved over a number of years, and that was an area that needed to be improved. Councillor Hull stated that targets did change over time, however he did challenge targets where he did not feel that they were stretching enough

- In response to a question it was stated that a top priority for the incoming new Chief Executive is to address cultural change
- Councillor Hull stated that he would welcome any feedback from Members for consideration when targets are set for next years' P.I.s

RESOLVED:

That the report be noted and a further presentation be submitted to the next meeting of the Committee, including the different models in other Local Authorities that are used to decide and analyse targets when determining P.I's

The Chair thanked Councillor Hull and Roger Dunlop for attending

136

CRIME STATISTICS - QUARTERS 3 & 4 2018/19 (Item C2)

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present, and was accompanied by Keith Stanger, Service Manager Crime Reduction

During the presentation the following main points were made –

- Community Safety Crime overview – Safer Islington Partnership have led on 5 key areas – Crimes involving young people, Hate Crime and ASB, Drugs and Adult Offending, VAWG and Domestic Abuse, and Exploitation and Extremism
- Overall crime reduction of 5%, over 1600 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 a co-ordinated partnership response
- Continued reductions in Serious Youth Crime (-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 in racial crime, but reductions in all other forms of hate crime
- Crimes involving young people – supporting families against Youth Crime funding for Transitions project Cally and Andover and free Trauma informed practice training to local youth and family service
- 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 Youth Justice Board
- Action Plan 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 and 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 number of fatalities across London. There is also the complexity of the issues that young people are presenting with, including Adverse Childhood Experience, trauma, inability to self-regulate. Further reductions in first time entrants is being achieved, however custody and reoffending rates are higher than liked, and the Council and partners are committed to a trauma informed approach to address these areas

Policy and Performance Scrutiny Committee - 25 July 2019

- Violence against women and girls – The Keel DVA team has supported 50 families with support from DVA counselling service. A new Health IDVA post has started work at Whittington Hospital ED and adult mental health services
- A free comprehensive VAWG Training Programme commissioned for 2019/20 for multi-agencies, and 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 received from Government. Chance UK has secured Home Office Funding for Safer Space project, supporting 10 families affected by DVA
- There is a need to hold more perpetrators to account – DA crime detections are down 4% in June, compared to the same period in 2018. Sustaining specialist VAWG posts/services e.g. IDVA posts when short term funding ends in April 2020
- Anti-social behaviour and 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 CRM's 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 9 (to be rolled out borough wide)
- Plan in place to continue to increase the number of young people undertaking Hate Crime training and delivery of a successful Hate Crime awareness week
- 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 Estate, and Cally among others
- Adult Offending and drugs – Camden and Islington Drugs Strategy 2018-21 to deliver response to rising drug issues, focusing on 4 areas – reducing supply, reducing demand, reducing harm, and reducing crime. Co-ordinating a range of partner activity to tackle crime and ASB in the Finsbury Park tri-borough hotspot, mainly linked to drug dealing and drug 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. The Community Rehabilitation Company contract ends in March 2020 with migration into the National Probation service
- Exploitation and 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 London MDS Board. A Council web page is under development and training roll out is being extended to front line staff. There is a MDS awareness day on 18 October
- 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, and Arsenal, with 180 caretakers upskilled in Far Right awareness. Far Right stickers/leaflets appearing across the borough, and planning is underway post March 2020 to source new funding streams or products. Increasing the knowledge of and how to report far right activities, for both front line staff, and members of the public
- In response to a question concerning hate crimes against the LGTB community, it was stated that it was difficult to make comparisons with previous figures as people were being encouraged to report hate crimes

Policy and Performance Scrutiny Committee - 25 July 2019

- Members expressed the view that it would be useful if the hate crime figures for each London Borough over the last 12 months could be circulated, and the breakdown of hate crimes outlined
- Reference was made to the large reduction in Government funding for the Police leading to a reduction in the number of officers. It was stated that since 2010 Police numbers had fallen in Islington from 900 to 600 officers and this has coincided with an upward trend in drug use and distribution, a reduction in the level of response to 999 calls, and a severe reduction to neighbourhood policing
- A Member enquired as to the reasons for the reduction in snatch offences, and it was stated that the integration of Camden/Islington forces had taken place earlier than in other boroughs, and it was felt that this had had an effect if reducing snatch offences earlier than in other boroughs
- It was stated that cross border work was taking place with neighbouring boroughs, such as in the Finsbury Park area, and on the Hackney borders, and meetings were taking place at political level between boroughs to address concerns
- Reference was made to domestic violence and coercion, and that a more robust approach needed to be considered
- A Member referred to the children placed in care outside the borough, and whether these children were being tracked. It was stated that the issue of County Lines was one that is constantly being reviewed, and there is a Pan London County Lines group, that are identifying persons of interest
- It was stated that a great deal of work is taking place to reduce the numbers of young people going into custody
- Reference was made to violence against young women and girls, and that excellent work is taking place with Abianda, and all levels of exploitation were being looked at. A young women's project is going into schools to raise awareness, and there has been an increase in referrals. Members also noted that child criminal exploitation has increased. Members were informed of the training undertaken by Abianda, and requested details of this to be circulated
- In relation to convictions relating to DV, it was stated that Police gathering evidence in the first 24 hours was crucial, as perpetrators often coerced victims not to give evidence through fear of further violence. There were real challenges, as often Police officers dealing with such cases were relatively junior, and not experienced in dealing with these cases. It was stated that the Police needed more training in how to handle such cases, and that body worn cameras may assist in the Police gathering evidence
- Reference was made to DV and hate crime, and that it would be useful at a future date to look in more detail at these issues

RESOLVED:

- (a) That details of the Abianda training be circulated to Members
- (b) That the levels of hate crime incidents and offences for each borough in the past 12 months be circulated to Members
- (c) That the Committee investigate the issues of DV and hate crime in more detail at a future date
- (d) That the end of year report on the work of the VAWG be circulated to Members when it is available

The Chair thanked Councillor Hull, Keith Stanger and Catherine Briody for attending

137

PRESENTATION - IT STRATEGY (Item C3)

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present, together with Jon Cumming, Chief Digital and Information Officer, and made a presentation to the Committee thereon, copy interleaved

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

- The transition phase was outlined, and it was stated that the transformation programme will be taken forward from 1 June 2019
- The customer perspective – customers did not feel that they had a voice in the direction or priorities for IT
- The Plan to build a new service – Strategic Project initiation – technology in the community, digital experience for residents, business transformation, application renewal and consolidation, Core IT services
- The functions of IT – Business relationship management – enterprise planning, programme delivery, application services, operational services, commercial and performance services and security risk, and cyber risk management
- The digital services organisation – organisational change process had taken place between 4 March – 1 June – there were 53 vacancies, 43 posts were advertised, 28 appointments made, 6 are still vacant, recruitment is underway in 9 posts, and 10 posts not advertised
- People and Organisation – uplifting skills, better processes, culture shift away from hero to embedded, customer orientation, managed activity
- Approach to the technology challenge – Tier 1 Core IT services – EUC/Laptops, Windows 10, Avaya Telephony switch, WAN, Regional Adoption Agency, PSN Compliance, My e-account, Share Point 2010, SAN backup, iWorld, Microsoft teams. Tier 2 Business critical applications – Cemeteries, Environment and Highways Systems, Social Care systems, upgrades across many systems, Housing, CCTV, and many more
- There is the need to move to Windows 10, and the strategy is to ease laptops at a cost of £800k per annum. This purchase has been approved by the Executive, and the plan, and it is planned to roll out replacement of 80% of laptops, and upgrade 20%. There is an aggressive roll out strategy completing in January. Wi-fi will need to move from 2.4GHz to 5 GHz
- A Member referred to the need for Members to use digital technology to be able to attend fewer meetings at the Town Hall, and there is a need for cultural change to enable the use of digital technology to be fully utilised. It was stated that there is a commitment from CMB to enable training to take place, together with cultural change
- Reference was made to the introduction of WAN, and it was stated that although this was scheduled to be introduced in Summer 2019, this had been delayed
- Councillor Hull referred to the fact that there were a number of senior vacancies still to be filled and that if Members could assist, where appropriate, in agreeing market supplements this would assist in recruitment to such posts, which was vital to the introduction of the new strategy

RESOLVED:

That a further report be submitted to the September meeting on contingency planning that is in place to ensure the deadlines for the introduction of the new strategy will be met

The Chair thanked Councillor Hull and Jon Cumming for attending

138 MONITORING REPORT (Item)

RESOLVED:

That the report be noted

- 139 **PRESENTATION - IT STRATEGY (EXEMPT PAPER) (Item J1)**
The resolution for this item is in the exempt minutes.

The meeting ended at 10.30p.m.

CHAIR



Resources Directorate
Newington Barrow Way, London, N7 7EP

Report of: Corporate Director of Resources

Meeting of:	Date:	Ward(s):
Policy and Performance Scrutiny Committee	30 September 2019	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Quarter 1 Performance Report: A Well-Run Council

1. Synopsis

- 1.1 The Council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the Council's Corporate Plan. Progress on key performance measures is reported through the council's Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2 We have now entered the second year of our Corporate Plan (2018-22) and this report sets out the corporate performance indicator targets for 2019/20. It also provides an update on performance in the first quarter of the year for those priorities and measures relating to A Well Run Council, one of the two areas that fall within the remit of the Policy and Performance Scrutiny Committee.

2. Recommendations

- 2.1 To note the targets that have been set for 2019/20 for the full suite of corporate performance indicators (Appendix A).
- 2.2 To note performance in the first quarter of 2019/20 against those priorities and measures relating to A Well Run Council.

3. Background

- 3.1 A suite of corporate performance indicators has been agreed for 2018-22, which help track progress in delivering the seven priorities set out in the Council's Corporate Plan - *Building a Fairer Islington*. Targets are set on an annual basis and performance is monitored internally,

through Departmental Management Teams and Corporate Management Board, and externally through the Scrutiny Committees.

- 3.2 The Policy & Performance Scrutiny Committee (PPSC) has overall responsibility for maintaining an overview of the Council's performance. The Committee is also responsible for monitoring and challenging performance for two key service / outcome areas: Safety (covering Crime, Anti-social behaviour, Violence Against Women and Girls, and Public Protection) and A Well Run Council (core services, such as Finance, IT, Human Resource and Customer Services), which support and enable the running of the organisation).
- 3.2 The four thematic scrutiny committees – Children's Services, Health & Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance relating to those services and outcomes which fall within their remits.

4. Targets for 2019/20

- 4.1 Corporate performance indicator targets for 2019/20 have been agreed, and are set out at Appendix A.
- 4.2 When proposing and agreeing targets, the following criteria were taken into consideration:
- Continuous improvement: Is the target better than the previous years' performance? Where this is not possible (or where performance is already high), will it maintain the current level of performance?
 - Benchmarking: How do we compare with London / national / statistical neighbours? If we are below average, can we aim to match average? If we are higher, can we maintain top quartile?
 - Aligning with national targets: Are the measures part of a regional or national performance framework? If so, can we agree the same target for consistency
 - Budget constraints: Are budget issues likely to impact on the target or delivery?
 - Service changes: Are there any recent or future changes to services that could negatively impact upon performance, or changes which are expected to improve performance?
 - Population changes: Has any modelling / forecasting been carried out which indicates a change in population needs which will impact upon performance?
 - Policy changes: Will recent or pending policy / legislative changes impact on performance?
- 4.3 Whilst we aim to retain a consistent list of performance measures for the four year period of the Corporate Plan, there have been a small number of changes as follows:

Homes

- *H4 Net growth in housing* – wording has been amended to clarify that this relates to council homes only (not overall numbers of affordable homes in the borough)
- *H9 Satisfaction with repairs undertaken by Partners* – this has been removed because the measure on major works (H8) should be sufficient to gauge performance

Jobs and Money

- *JM7 Number of schools expressing an interest in the cultural enrichment programme* – almost all schools expressed an interest by the March deadline so we have amended the wording to now focus on the number of schools engaged in the cultural enrichment programme
- *JM8a Secondary schools committed to an outline plan and JM8b Sectors with a local business leader committed to 100 hours initiative* – these have been replaced by a new single measure around number of schools engaged in the 100 hours of the world of work programme

Safety

- *S5 Number of street crimes (theft snatch & robbery) offences* – numbers of theft snatch offences have fallen significantly so this is no longer a priority. We have replaced it with S5b which focuses on robbery offences only
- *S11 Repeat callers to ASB Hotline* – we've removed this and replaced it with a slightly different measure (S11b) which focuses on the proportion of repeat callers who are managed by the repeat caller process, Community MARAC or Public Protection

Place and Environment

- A new outcome has been added to reflect the Council's commitment to take positive action to reduce our carbon emissions. A new two-part measure (PE7 a & b) will monitor carbon emissions for council buildings and from council vehicles. Targets are yet to be set.

4.4 The remainder of this report sets out latest performance data for A Well run Council. Appendix A provides a full list of all corporate performance indicators, with targets for 2019/20.

KEY FOR PI TABLE AND APPENDIX A:

M = monthly; Q = quarterly; T = termly; A = annual; AY = academic year; (E) = equalities target

5. Quarter 1 performance – A Well Run Council

Managing our budget effectively and efficiently

5.1 Key performance indicators relate to in year collection of Council Tax and Business Rates, which are the key sources of income to enable us to run core council services. Latest data is as follows:

PI No.	Indicator	Frequency	2018/19 Actual	2019/20 Target	Q1 2019/20	Are we on target?	Q1 2018/19	Better than Q1 last year?
Manage our budget effectively and efficiently								
WRC1	Percentage of council tax collected in year	M	96.1%	96.2%	25.3%	Yes	N/A	N/A
WRC2	Percentage of business rates collected in year	M	96.6%	96.7%	24.2%	Yes	N/A	N/A

5.2 In 2018/19 we collected 96.1% of Council Tax billed which equated to £111million revenue and 96.6% of Business Rates - £281million. We continue to look at ways to optimise recovery and have therefore proposed a small further increase of 0.1% for both Council Tax and Business Rates for 2019/20

5.3 In Quarter 1 of 2019/20 we collected 25.3% of Council Tax which equated to £31million of gross revenue. This is in line with where we expected to be at this point in the year and we are on track to meet our year-end target.

- 5.4 Business Rates collection is also on track, with 24.2% (£79million) gross revenue collected in the first quarter of this year.
- 5.5 We continue to pursue unpaid amounts and any older debts. In the first quarter of 2019/20 our Aged Debt team recovered arrears of over £3.5million, made up of £1.4million of Council Tax arrears and £2.1million of Business Rates arrears.

Harnessing digital technology for the benefit of residents and staff

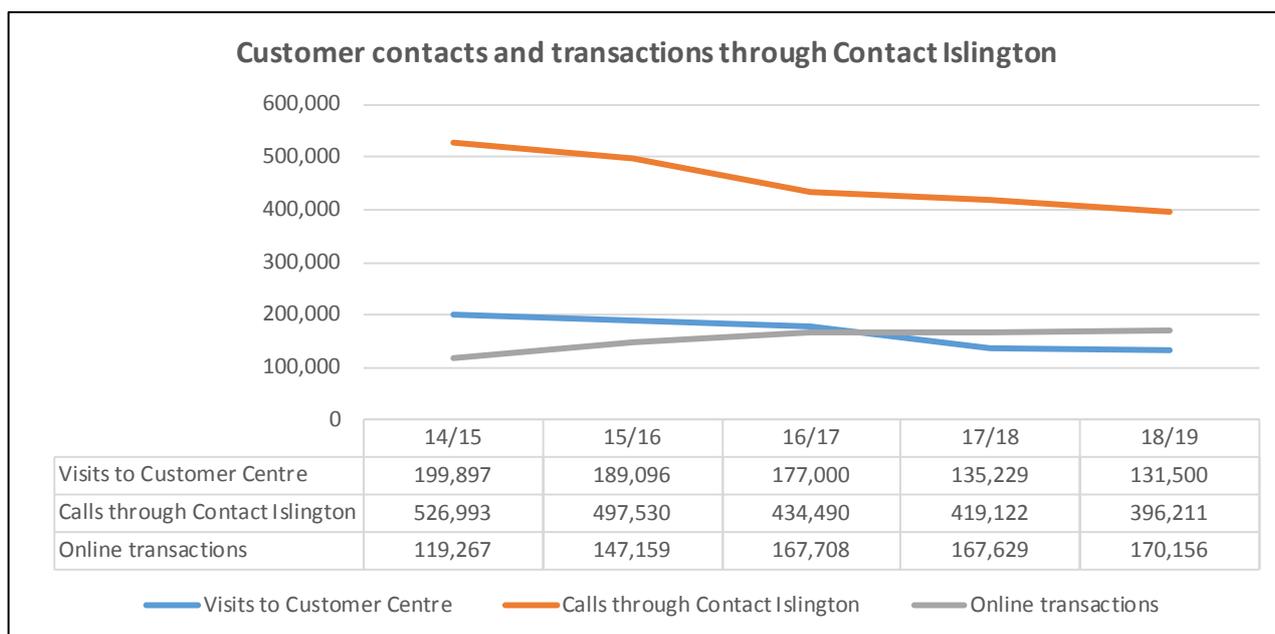
- 5.6 The Council is committed to making it easier for residents to transact with us through digital channels, whilst ensuring that those who really need to continue to access support by phone or face to face. Targets for 2019/20 reflect our ambitions to further reduce phone calls and face-to-face visits, and increase the volume of contacts and transactions through our online / self-serve channels. Latest data is set out below.

PI No.	Indicator	Frequency	2018/19 Actual	2019/20 Target	Q1 2019/20	Are we on target?	Q1 2018/19	Better than Q1 last year?
Harness digital technology for the benefit of residents and staff								
WRC3	Number of visits in person at Customer Contact Centre	M	131,500	124,925	26,359	Yes	34,867	Yes
WRC4	Number of telephone calls through Contact Islington call centre	M	396,211	366,595	89,362	Yes	107,879	Yes
WRC5	Number of online transactions	M	170,156	167,629	37,259	No	42,216	No
WRC6	Percentage of calls into Contact Islington handled appropriately	M	98.5%	98.0%	98.0%	Yes	98.9%	Similar

- 5.7 The number of visits to our Customer Centre has been reducing year on year. Early indications are that the move to paperless parking permits and full paperless visitor vouchers are making a tangible impact on residents visiting our Customer Centre, representing over 4,000 of the reduction seen, as residents no longer need to attend in person to collect vouchers where required at short notice. We are also seeing further reductions through Housing Benefit as residents previously on Housing Benefit gradually migrate onto Universal Credit, and through enabling residents who need to submit copies of evidence for their Housing Benefit claim to do so directly via the Benefits Service email.
- 5.8 The number of phone calls through Contact Islington has also continued to reduce. There were over 18,500 fewer calls in the first quarter of this year compared to Quarter 1 last year. Calls relating to Revenues and Benefits account for around 5,000 of the total reduction. This is, in part, due to some residents moving from Housing Benefit to Universal Credit. However, it also reflects improved self-serve routes – for instance the Gov Tech Council tax forms - and the willingness of residents to communicate in some cases via email, reducing calls into Contact Islington and the need for correspondence and associated costs. We are reviewing the trends across the multiple services that are handled via our main Contact Islington number “2000”.
- 5.9 The number of online transactions in Quarter 1 was below target and around 5,000 lower than the number for the same time last year. The reduction in transactions can be grouped as follows:

- One off / unexplained peaks in volumes e.g. the first 2 weeks in April 2018 saw over 2,000 more online transactions relating to Council Tax than this April
- Positive reasons for reduced online transactions e.g. around 600 fewer transactions within my e accounts for visitor/ concession parking vouchers, as this should now be registered/ reported via Ringo. 350 fewer reports on our Love Clean Streets as we continue to respond to reported issues
- Reductions that need ongoing analysis - Circa 800 less new/ permit renewals. This may be that residents are purchasing and buying permits for longer periods rather than the minimum 3 month terms- we will continue monitor the position
- Small general reductions in use across other services

5.10 However, overall, our longer term trends show a reduction in both calls and visits, towards more online transactions:



5.11 We have continued to expand our online offer to meet customer needs. In March, a new online Anti-Social Behaviour reporting process was launched followed, in April, by a new EU Settlement booking service via our Registrars team which will help residents to apply to stay in the UK in the light of Brexit.

5.12 We are now looking at further developing Contact Islington into a Customer Transaction Centre, which handles all routine calls and basic transactions on behalf of council services. We are liaising with teams across the council to identify and migrate all customer and transaction services, other than those which are not appropriate to be centralised, into the Transaction Centre. Initially, bringing more services into Contact Islington is likely to result in an increased volume of calls. However, once services are brought in, we will develop new service delivery models, supported by further developments to the self-serve and online delivery models, which should collectively reduce the volume of calls over time.

Making sure our workforce is diverse, skilled and motivated

5.13 Key performance indicators relate to reducing staff sickness, and the proportion of agency workers, and on ensuring our workforce is representative of the community it services at all levels of the organisation. Latest data is set out below:

PI No.	Indicator	Frequency	2018/19 Actual	2019/20 Target	Q1 2019/20	Are we on target?	Q1 2018/19	Better than Q1 last year?
Make sure our workforce is diverse, skilled and motivated								
WRC7	Average number of days lost per year through sickness absence per employee	Q	8.3	7.5	8.0	No	8.8	Yes
WRC8	Percentage of workforce who are agency staff	Q	12.7%	10.0%	12.8%	No	11.7%	No
WRC9	a) Percentage of BME staff within the top 5% of earners	Q	20.2%	20.6%	20.2%	No	19.5%	Yes
	b) Percentage of disabled staff within the top 5% of earners	Q	5.81%	6.5%	5.81%	No	5.80%	Same

Tackling sickness absence

- 5.14 The sickness absence measure looks at the average number of days of sickness absence per employee over the past 12 months. The average days lost through sickness per employee as of the end of Quarter 1 was 8.0 days. This represents a slight improvement on the same period last year. This trend is expected to continue following measures put into place by HR, including the provision of monthly data presented to Departmental Management Teams (DMTs), reducing the number of Long Term Sick cases and targeted additional support provided for the Environment & Regeneration (E&R) Department. It is incumbent for DMTs to keep this issue as a priority, and the new conversation based appraisal scheme should enable managers to deal more effectively with sickness absence. A revised, simpler, sickness absence procedure will be introduced in October, which should also aid a further reduction in sickness absence.
- 5.15 The average (or 'mean) figure can be significantly affected by extremes at either end. Another way of getting a sense of the scale of sickness absence across the workforce is to look at the median – or middle – figure in the range of values. The median number of staff sickness days in Quarter 1 was 3.
- 5.16 Sickness absence varies across the council, both in terms of level of absence and underlying cause. The average day's sickness by department in Quarter 1 was:
- Chief Executive's – 1.9 days
 - People – 6.3 days
 - Environment and Regeneration – 11.5 days
 - Housing – 8.0 days
 - Resources – 7.6 days

5.17 The table below shows each department and the reasons for absence:

Categories for Sickness Absence	Chief Exec	E & R	Housing	People	Public Health	Res	LBI TOTAL
Appointment	0.00%	0.10%	0.00%	0.02%	0.00%	0.02%	0.04%
Back & Neck Problems	4.19%	11.08%	6.66%	8.27%	0.00%	12.84%	9.64%
Chest/respiratory	27.54%	2.29%	3.77%	5.86%	18.03%	4.83%	4.12%
Eye/ear/nose/mouth/sinus/dental	3.59%	3.20%	1.99%	4.98%	17.60%	3.53%	3.51%
Genito-urinary/menstrual	3.59%	0.42%	2.16%	1.85%	3.43%	4.69%	1.96%
Heart/Blood pressure /Circulation	0.00%	9.94%	7.14%	2.14%	0.00%	1.16%	5.64%
Infections	17.37%	7.09%	11.30%	11.76%	26.61%	11.37%	10.10%
Neurological/Headaches/Migraines	2.40%	3.27%	2.71%	3.92%	0.86%	1.99%	3.08%
Other	4.79%	14.09%	12.09%	9.90%	20.60%	8.71%	11.58%
Other Musculo-skeletal	0.00%	16.64%	11.29%	8.84%	0.00%	8.37%	11.84%
Pregnancy related	0.00%	0.06%	0.48%	1.10%	5.15%	5.20%	1.37%
Stomach/liver/kidney/digestion	8.98%	9.20%	8.84%	8.01%	7.73%	6.36%	8.29%
Stress/Depression/Anxiety /Mental Health	15.57%	18.55%	25.06%	26.34%	0.00%	19.00%	22.04%
Surgery/Medical Procedure	11.98%	4.08%	6.50%	7.00%	0.00%	11.94%	6.80%

Reducing agency staff

5.18 Over the past few years, there has been a concerted effort to reduce the number of agency staff engaged by the council. However, at times the use of a contingent workforce is essential to manage short-term increases in demands. Quarter 1 data shows that the proportion of agency staff across the council has increased, compared to the same time last year. Agency staff currently account for 12.8% of the overall workforce. Departmental figures are as follows:

- Chief Executive's: 14%
- Environment & Regeneration: 17.9%
- Housing: 19%
- People: 8.2%
- Public Health: 0%
- Resources: 7.3%

5.19 The block on recruiting to administrative posts as part of the review of administrative support across the council has meant an increase in use of agency staff. However, this is a temporary issue. HR is currently rolling out a 'temp to perm' approach across departments which should help reduce agency usage".

Ensuring fair progression for BME and disabled staff

5.20 The Council is committed to promoting fairness and equality, not only for residents but also within our workforce. As part of our duty to promote equality, we are focusing efforts on ensuring Disabled and BME staff have equal opportunities to progress within the organisation and are proportionally represented at senior management level. Actions to help achieve this aim are included in the new Workforce Strategy and will be implemented over the coming year.

- 5.21 Data for the end of Quarter 1 indicated that BME staff accounted for 20.2% of the top 5% of earners across the Council, a slight improvement on last year. The proportion of Disabled staff in the top 5% of earners remains similar to last year – at 5.8
- 5.22 We recently ran a staff communications campaign called “This Me” highlighting the varied and valuable roles undertaken by employees who have a disability and the ways they cope with their daily work. The campaign also aimed to encourage all employees to update their HR record to state whether they have a disability so that we have an accurate picture of the proportion of staff who have a disability. We are currently assessing the impact of the campaign both on staff awareness of disabilities and to see if there has been an increase in the proportion of staff who have updated their HR records to confirm whether or not they have a disability.

6. Implications

Financial implications:

- 6.1 The cost of providing resources to monitor performance is met within each service’s core budget.

Legal Implications:

- 6.2 There are no legal duties upon local authorities to set targets or monitor performance. However, these enable us to strive for continuous improvement.

Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:

- 6.3 There are no environmental impact arising from monitoring performance. This report proposes the addition of two new measures that will enable us to monitor progress towards achieving a net zero carbon Islington.

Resident Impact Assessment:

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

7. Conclusion

- 7.1 The Council’s Corporate Plan sets out a clear set of priorities, underpinned by a set of firm commitments and actions that we will take over the next four years to work towards our vision of a Fairer Islington. The corporate performance indicators are one of a number of tools that enable us to ensure that we are making progress in delivering key priorities whilst maintaining good quality services.

Signed by:



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Corporate Performance Indicators: Targets for 2019/20

HOMES: Delivering decent and genuinely affordable homes for all

Objective	PI No.	Indicator	Better to be	2017/18 Actual	2018/19 Actual	2019/20 Target
<i>Increase the supply and choice of genuinely affordable homes</i>	H1	Number of affordable new homes completed by the Council	high	106	70	96
	H2	Number of affordable new homes completed by Developers	high	N/A	174	315
	H3	Number of planning permissions agreed for new council housing	high	N/A	109	3
	H4	Total number of new council homes (net growth taking into account new homes and homes sold through right to buy)	high	N/A	99	41
	H5	Number of severely overcrowded households assisted to relieve their overcrowding	high	134	133	150
	H6	Number of under-occupied households that have downsized	high	145	161	160
<i>Effective management of council housing stock</i>	H7	Percentage of LBI repairs fixed first time	high	84.0%	81.2%	85.0%
	H8	Major works open over three months as a % of Partners' total completed major works repairs	low	16.0%	14.0%	15.0%
	H9	Satisfaction rate with repairs undertaken by Partners REMOVE: H8 is best measure for Partners' repairs	high	N/A	96.8%	N/A
	H10	Rent arrears as a proportion of the rent roll - LBI	low	2.2%	2.9%	3.75%
	H11	Rent arrears as a proportion of the rent roll - Partner properties	low	2.8%	2.9%	3.25%
<i>Prevent homelessness and support rough sleepers</i>	H12	Number of households accepted as homeless	low	225	203	400
	H13	Number of households in nightly-booked temporary accommodation	low	340 (Mar 18)	390 (Mar 19)	350
	H14	Number of street homeless supported into accommodation	high	N/A New indicator for 18/19	60	45

JOBS & MONEY: Delivering an inclusive economy, supporting people into work and helping them with the cost of living

Objective	PI No.	Indicator	Better to be	2017/18 Actual	2018/19 Actual	2019/20 Target
<i>Reduce levels of long term unemployment and worklessness</i>	JM1	Number of Islington residents supported into paid work through Team Islington activity; with sub-targets for:	high	1,334	1,237	1,000
		a) Parents of children aged 0-18	high	388	427	468
		b) Young people aged 18-25	high	434	371	396
		c) Disabled people / those with long term health conditions (E)	high	272	226	245
		d) BAME	high	N/A New indicator	584	500
		e) Council Contracted Suppliers	high	58	38	40
<i>Help residents get the skills they need to secure a good job</i>	JM2	a) Number of Islington residents supported into Council Apprenticeships	high	55	53	152
		b) Number of Islington residents supported into apprenticeships with an external employer	high	118	167	100
		c) Number of Islington residents gaining apprenticeships with council contracted suppliers	high	10	19	15
	JM3	Percentage of Council apprentices who move on to further employment or training within 3 months of completing their apprenticeship	high	68.0%	66.0%	75%
	JM4	Number of Islington residents enrolled on an Adult & Community Learning Course, with sub-targets for:	high	N/A New indicator	1,066	2,000
		a) Parents of children aged 0-18	high	N/A New indicator	457	1,100
		b) Disabled people / those with long term health conditions	high	N/A New indicator	379	600
		c) BAME	high	N/A New indicator	810	1,540

	JM5	Number of library visits	high	1,052,841	1,065,699	1,076,355
	JM6	Number of children taking part in the summer reading challenge	high	N/A New indicator	900	945
	JM7	REMOVE: Number of schools that have expressed an interest in the Cultural Enrichment Programme by March 19	high	N/A New indicator	59	N/A
	JM7	REPLACE WITH: Number of schools engaged in 11 by 11 Cultural Enrichment Programme	high	N/A New indicator	N/A New indicator	60
	JM8a	REMOVE: Number of secondary schools committed to an outline plan for implementation by March 2019	high	N/A New indicator	6	N/A
	JM8b	REMOVE: Sectors with a local business leader committed to supporting the 100 hours initiative by March 2019	high	N/A New indicator	8	N/A
	JM8	REPLACE WITH: Number of schools engaged with the 100 hours of the world of work programme	high	N/A New indicator	N/A New indicator	30
<i>Provide practical support to help residents cope with the cost of living</i>	JM9	Number of gas or electricity meters at Islington residents' homes being supplied with energy by Angelic Energy	high	N/A New indicator	6,797 (31/3/19)	9,000 by 17/10/19
	JM10	Number of referrals to SHINE (Seasonal Health Intervention Network)	high	2,548	3,474	3,500

SAFETY: Creating a safe and cohesive borough for all

Objective	PI No.	Indicator	Better to be	2017/18 Actual	2018/19 Actual	2019/20 Target
<i>Make sure fewer young people are victims or perpetrators of crime</i>	S1	Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system	high	80%	83%	85%
	S2	Number of first time entrants into the Youth Justice System	low	60	58	58
	S3	Percentage of repeat young offenders (under 18s)	low	54%	45%	45%
	S4	Number of custodial sentences for young offenders	low	17	26	25
<i>Reduce levels of crime and anti-social behaviour</i>	S5	REMOVE: No longer record by police due to reduction in numbers Number of street crimes (theft snatch & robbery) offences	low	5,876	1,822	N/A
	S5b	REPLACE WITH (new local police / partners priority): Number of robbery offences	low	1,936	1,446	1,374
	S6	Number of violence with injury offences (non DA)	low	1,733	1,801	1,711
	S7	Number of knife crime with injury offences (non DA)	low	76	63	60
	S8	Number of Serious Youth Violence offences	low	225	215	204
	S9	Number of Domestic Abuse offences	high	2,405	2,640	2,772
	S10	Percentage of Domestic Abuse Sanction Detections	high	18.3%	15.6%	16.4%
	S11	Number of repeat callers to the ASB hotline (calling 10+ times in a rolling 6 month period)	low	60	61	n/a
	S11b	NEW: Proportion of repeat callers to the ASB hotline being managed through repeat callers process, Community MARAC or by Public Protection	high	N/A New indicator	N/A New indicator	85%
	S12	Number of high risk victims successfully exiting the Community Risk MARAC	high	N/A New indicator	39	36

<i>Keep consumers informed and safe</i>	S13	Percentage of food inspection programme completed	high	99%	99.5%	100%
	S14	Number of age-restricted sales checks for knives, alcohol and tobacco	high	N/A New indicator	11	9
	S15	Number of joint Trading Standards and Licensed training events delivered to businesses identified as having training needs	high	2	4	5
	S16	Number of licensing panels held for premises where there are concerns	high	30	42	45
	S17	Number of reviews for licensed premises where there are serious breaches	high	6	7	8
<i>Celebrate and protect our diverse and integrated communities</i>	S18	a) Number of Homophobic Offences reported to police (E)	high	92	105	103
		b) Sanction Detection Rate for Homophobic Hate Crime (E)	high	19.6%	5.7%	6.0%
	S19	a) Number of Racist Offences reported to police (E)	high	547	557	610
		b) Sanction Detection Rate for Racist Hate Crime (E)	high	20.1%	15.4%	16.2%
	S20	a) Number of Disability Hate Offences reported to police (E)	high	26	21	30
		b) Sanction Detection Rate for Disability Hate Crime (E)	high	7.7%	0.0%	4.8%
	S21	a) Number of Faith Hate Crime Offences reported to police (E)	high	116	62	88
		b) Sanction Detection Rate for Faith Hate Crime (E)	high	21.6%	4.8%	5.1%

CHILDREN AND YOUNG PEOPLE: Making Islington the best place for all young people to grow up

Objective	PI No.	Indicator	Better to be	2017/18 Actual	2018/19 Actual	2019/20 Target
<i>Always keep children and young people safe and secure, and reduce the number of children growing up in poverty</i>	CYP1	Percentage of re-referrals to Children's Social Care within the previous 12 months	low	16.7%	16.3%	17.5%
	CYP2	Percentage of children who become the subject of a Child Protection Plan for a second or subsequent time	low	15.6%	20.7%	13.0%
<i>Make sure young children get the best start</i>	CYP3	Percentage of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after	high	64%	63%	69%
	CYP4	Proportion of disadvantaged 2 year olds who have an integrated review	high	N/A New indicator	N/A New indicator	tbc
	CYP5	Percentage of pupils achieving a Good Level of Development in the Early Years Foundation Stage Profile	high	69.9% (16/17 AY)	71.1% (17/18 AY)	At or above Inner London average
	CYP6	Percentage gap at EYFS between pupils entitled to Free School Meals and non FSM pupils (E)	low	12 pt gap (FSM - 61% Non-FSM - 73% 2016/17 AY)	14 pt gap (17/18)	Below 14 pt gap
	CYP7	Participant rate for Islington Youth and Play settings - 5 to 12 year olds	high	65.3%	60.6%	67.0%
	CYP8	Participant rate for Islington Youth and Play settings - 13 and older	low	44.7%	52.2%	55.0%
<i>Ensure our schools are places where all young people can learn and thrive</i>	CYP9	Percentage of primary school children who are persistently absent (below 90% attendance)	low	9.4% (16/17 AY)	11% (17/18 AY)	At or below Inner London average
	CYP10	Percentage of secondary school children who are persistently absent (below 90% attendance)	low	11.9% (16/17 AY)	13.9% (17/18 AY)	At or below Inner London average

CYP11	Average Attainment 8 score	high	45.6 (16/17 AY)	46.3 (17/18 AY)	At or above Inner London average
CYP12	Average Progress 8 Score	high	0.13 (16/17 AY)	0.15 (17/18 AY)	At or above Inner London average
CYP13	a) Gap in attainment between Black Caribbean pupils and the LBI average at Key Stage 2 (expected standard in Reading, Writing and Maths) (E)	low	16 pts (16/17 AY)	19pts (17/18 AY)	Below 19 pts
	b) Gap in attainment between Black Caribbean pupils and the LBI average at Key Stage 4 (Progress 8) (E)	low	BCRB = - 0.09 Gap = 0.22	BCRB = - 0.28 Gap = 0.43 (17/18)	Below 0.43
CYP14	a) Gap in attainment between White British pupils eligible for Free School Meals and the LBI average at Key Stage 2 (expected standard in Reading, Writing and Maths) (E)	low	20 pts (16/17 AY)	19 pts (17/18 AY)	Below 19 pts
	b) Gap in attainment between White British pupils eligible for Free School Meals and the LBI average at Key Stage 4 (Progress 8) (E)	low	White British FSM = -0.51 (16/17) Gap = 0.64	White British FSM = -0.65 (17/18) Gap = 0.80	Below 0.80
CYP15	Percentage rate of fixed term exclusions - primary	low	1.41% (15/16 AY)	1.95% (16/17 AY)	At or below Inner London average
CYP16	Percentage rate of fixed term exclusions - secondary	low	11.38% (15/16 AY)	10.73% (16/17 AY)	At or below Inner London average
CYP17	Percentage rate of permanent exclusions - secondary	low	0.30% (15/16 AY)	0.28% (16/17 AY)	At or below Inner London average
CYP18	Percentage of Islington school leavers in Year 11 who move into education or training	high	96.9% (2017 leavers)	97.6% (2018 leavers)	98.0%

PLACE & ENVIRONMENT: Making Islington a welcoming and attractive borough and creating a healthy environment for all

Objective	PI No.	Indicator	Better to be	2017/18 Actual	2018/19 Actual	2019/20 Target
<i>Keep the streets clean and promote recycling</i>	PE1	Percentage of household waste recycled and composted	high	29.5%	29.3%	30% (prov)
	PE2	Number of missed waste collections - domestic and commercial (monthly average)	low	550	324	350pcm
<i>Make it easier and safer for people to travel through the borough and beyond</i>	PE3	Number of bike storage facilities on streets	high	2	116	200 (over first 2 years)
	PE4	Number of new electric vehicle charging points across the borough	high	18	67	200 (over first 2 years)
	PE5	REMOVE: All schools now have monitors installed Number of schools with air quality monitors installed	high	62	62	N/A
	PE6	Number of parking appeals won at the Enforcement and Traffic Tribunal	high	73%	data due Aug 19	tbc
NEW: Take positive action to combat climate change through reducing our carbon emissions	NEW PE7	a) Carbon emissions for operational council buildings	low	N/A New indicator	4,600	tbc
		b) Carbon emissions from council transport	low	N/A New indicator	2,700	tbc
<i>Make sure residents have access to high quality parks, leisure facilities and cultural opportunities</i>	PE8	Number of visits to our leisure centres	high	2,514,347	2,138,625	2,180,000
	PE9	Number of entries to Islington in Bloom	high	220	251 (20/6/19 - 19/20)	220 (target for 20/21)
<i>Ensure development is well planned</i>	PE10	a) Percentage of planning applications determined within 13 weeks or within agreed time (majors)	high	100.0%	100.0%	90.0%
		b) Percentage of planning applications determined within the target (minors)	high	88.2%	83.5%	84.0%
		c) Percentage of planning applications determined within the target (others)	high	90.4%	87.9%	87.0%

HEALTH & INDEPENDENCE: Ensuring our residents can lead healthy and independent lives

Objective	PI No.	Indicator	Better to be	2017/18 Actual	2018/19 Actual	2019/20 Target
<i>Support people to live healthy lives</i>	HE1	Percentage of smokers using Stop Smoking Services who quit (measured after quit date)	high	46.0%	57.0%	50.0%
	HE2	Percentage of eligible population (40-74) who receive an NHS Health Check	high	15.0%	12.6%	13.2%
	HE3	a) Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies)	high	5,132	5,148	5,892
		b) Percentage of those entering IAPT treatment who recover	high	48.0%	52.0%	50.0%
	HE4	Percentage of drug users in drug treatment who successfully complete treatment and do not re-present within 6 months	high	18.0%	10.4%	20.0%
	HE5	Percentage of alcohol users who successfully complete the treatment plan	high	34.0%	27.2%	42.0%
	HE6	Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services	high	942	1,397	1,100
HE7	Average number of beds per day occupied by patients deemed to be a delayed transfer due to Social Care	low	5.80	6.5	5.0	
<i>Help residents to feel socially active and connected to their community</i>	HE8	The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact (E)	high	69.7%	78.0%	80.0%
<i>Safeguard and protect older and vulnerable residents</i>	HE9	Number of new permanent admissions to residential and nursing care	low	127	161	130
<i>Help residents to live independently</i>	HE10	Percentage discharged from hospital into enablement services who are at home or in a community setting within 3 months	high	96.46%	94.5%	95.0%
	HE11	Percentage of service users receiving care in the community through use of Direct Payments	high	37.0%	23.0%	30.0%

A WELL RUN COUNCIL: Continuing to be a well-run council, making a difference despite reduced resources

Objective	PI No.	Indicator	Better to be	2017/18 Actual	2018/19 Actual	2019/20 Target
<i>Manage our budget effectively and efficiently</i>	WRC1	Percentage of council tax collected in year	high	96.2%	96.1%	96.2%
	WRC2	Percentage of business rates collected in year	high	97.2%	96.6%	96.7%
<i>Harness digital technology for the benefit of residents and staff</i>	WRC3	Number of visits in person at Customer Contact Centre	low	135,229	131,500	124,925
	WRC4	Number of telephone calls through Contact Islington call centre	low	419,122	396,211	366,595
	WRC5	Number of online transactions	high	167,629	170,156	167,629
	WRC6	Percentage of calls into Contact Islington handled appropriately	high	98.8%	98.5%	98.0%
<i>Make sure our workforce is diverse, skilled and motivated</i>	WRC7	Average number of days lost per year through sickness absence per employee	low	8.60	8.30	7.50
	WRC8	Percentage of workforce who are agency staff	low	11.2%	12.7%	10.0%
	WRC9	a) Percentage of BME staff within the top 5% of earners (E)	high	19.29%	20.2%	20.6%
		b) Percentage of disabled staff within the top 5% of earners (E)	high	5.95%	5.8%	6.5%

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*Policy & Performance
Scrutiny Committee*
Community Safety
Performance Q1 2019-20
30th September 2019

Crime Summary

Crime Type	Number of Offences 2017/18 (between 1 Jul 2017 - 30 Jun 2018 (LBI))	Number of Offences 2018/19 (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)
Total Notifiable Offences						
Total Notifiable Offences	30,390	28,746	-1,644	13	-5%	4.4%
Crime Type						
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 (between 1 Jul 2017 - 30 Jun 2018 (LBI))	Number of Offences 2018/19 (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)
Other Measures						
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%
Hate Crime						
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%
Domestic Abuse						
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

The Safer Islington Partnership has led on five priority areas: Crimes Involving Young People; Hate Crime & AS; 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% in same period
Small increase in violent crime (0.4%)

Significant reduction of over 60% in theft-snatch offences as a result of 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%)

7% 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 faster identification of perpetrators

Domestic violence offences continue to rise (7%), in line with a London-wide increase, and positive outcomes for victims remain a challenging area

There has been a small increase (6%) in racist hate crime, but reductions in all other forms of hate crime



Community Safety

Issues Involving Young People



Supporting Families Against Youth Crime funding for **Transitions** project on the Cally and Andover and free **Trauma Informed practice** training for local VCS organisations working with children and families

With council led events: YouthFest at Lift in April and SummerFest at Platform in July

Free crime information leaflet for parents to launch in October following consultation with parent groups

Proportionality project funded by the Youth Justice Board

Review plan from the scrutiny on **school exclusions** overseen by a task and finish group to address the connections between exclusions, offending and exploitation

Review under way of the **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 fatalities across London

Complexity of the issues that young people are presenting with, including trauma due to abuse and neglect and early childhood experiences, inability to self regulate and risk of criminal exploitation

Further reductions in first time entrants, and improved custody and reoffending rates among YOS young people



Prevention against Women & Girls and Domestic Abuse

The **Keel** DVA team has supported 50 families and includes a new DVA counselling service
A new **Health IDVA** post has started working at Whittington Hospital ED and with adult mental health services
A free, comprehensive, multi-agency **VAWG Training Programme** commissioned for 2019-2020
We 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
Generation Encompass is starting in Islington schools
The UK secured Home Office funding for **Safer Space** project, supporting 10 Islington families affected by domestic abuse
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
Signed up in September: 80+ have signed up so far

Challenges

There has been a recent improvement in the DA crime sanction and detections rate, but work to hold perpetrators to account remains a priority for the VAWG Strategy Board
Maintaining specialist VAWG posts/services e.g. IDVA posts when short term funding ends in April 2020
Continuation of the good practice from the Keel prototype project, as funding currently ends in March 2020

Anti-Social Behaviour & Hate Crime

Islington Community MARAC 2018/19 review now complete, achieving excellent results on supporting 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 multi-agency 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.

Mult Offending & Drugs

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

Coordinating a range of partner activity to tackle crime and ASB in the Finsbury Park tri-borough hotspot – primarily 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



Exploitation & Extremism

Modern Day Slavery

Established a multi-agency board and 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 cut considerably, with only the Brave (gangs) Small Steps (Far Right) projects remaining
- Prevent training delivered to Islington G Mentors – where Grandparents mentor young people leaving care, the Light Project & Arsenal FC, with 180 Caretakers upskilled in Far Right awareness
- Far Right stickers / leaflets have appeared 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 10th 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 2,399, with 88% of all types currently broadly compliant, an increase on last year from 84%

The team's 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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Report of: **Interim Service Director Finance and Property**

Meeting of:	Date	Ward(s)
Policy and Performance Scrutiny Committee	30 September 2019	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Budget Monitoring 2019/20 – Month 4

1.	Synopsis
1.1	The Resources Directorate produces regular reports on the council's current financial position to allow the Executive to fulfil its responsibility to monitor the budget and make decisions relating to budget revisions and the allocation of contingency funding.
1.2	The budget monitoring position is reported monthly to Executive from Month 4 (31 July) to Month 12 (31 March), with the exception on Month 7 due to there being no Executive meeting in December.
1.3	The Policy and Performance Scrutiny Committee's Terms of Reference also include the responsibility to consider matters relating to the financial position of the Council and the Budget Monitoring reports are therefore also submitted to the Policy and Performance Scrutiny Committee.
2.	Recommendations
2.1	To consider and note the enclosed Budget Monitoring report which was considered by the Executive on 19 September 2019.
3.	Background
3.1	The council is required by law to conduct its business efficiently and to ensure that it has sound financial management policies in place that are strictly adhered to. Reviewing the budget from time to time during the year and taking any such actions as is deemed necessary is the responsibility of the

	Executive. The monitoring of the budget by the Policy and Performance Scrutiny Committee provides an additional level of assurance.
4.	Implications
4.1	The implications are detailed in the enclosed report.
5.	Reason for recommendations
5.1	To enable the Policy and Performance Scrutiny Committee to fulfil its obligation to consider matters relating to the financial position of the council.

Appendices

- Report to the Executive: Budget Monitoring 2019/20 – Month 4 and associated appendices.

Final report clearance:

Signed by:	Annabel Scholes	
	Interim Service Director Finance and Property (Section 151 Officer)	Date 19/09/19



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

Meeting of	Date	Ward(s)
Executive	19 September 2019	All
Delete as appropriate	Exempt	Non-exempt

BUDGET MONITORING 2019/20 MONTH 4

1. SYNOPSIS

- 1.1 This report presents the forecast outturn position for 2019/20 as at 31 July 2019. Overall, there is a forecast General Fund overspend of £0.504m, without taking into account the corporate contingency budget of £5.080m.
- 1.2 The Housing Revenue Account (HRA) is forecast to break-even over the year.
- 1.3 It is forecast that £119.206m of capital expenditure will be delivered in 2019/20 against the 2019/20 capital budget of £144.205m.
- 1.4 The agreed 2019/20 budget included savings totalling £13.775m for the 2019/20 financial year. Of these, £9.559m are currently on course for delivery ('Green' rated); £0.375m have 'Amber' risks; £2.500m are considered high risk ('Red' rated – currently still expected to be delivered but there are significant risks and could be potential delays); and £1.341m are now considered delayed/undeliverable in the current financial year ('Black' rated). We are proactively seeking replacement savings for the undeliverable savings and these will form part of the 2020/21 budget report.

2. RECOMMENDATIONS

- 2.1. To note the forecast revenue outturn for the General Fund (**Table 1**) of a forecast overspend of £0.504m, without using the corporate contingency of £5.080m. (**Section 3**)
- 2.2. To note that management action is being undertaken over the course of the financial year to bring the directorate-level overspend of £2.719m back to within agreed cash limited budgets where possible. Also, a detailed business case is being developed to request an allocation from the corporate contingency budget that will be submitted in a future report. (**Paragraph 3.3**)
- 2.3. To note the breakdown of the forecast General Fund outturn by individual variance at **Appendix 1** and by service area at **Appendix 2**.
- 2.4. To note that the HRA forecast is a net break-even position. (**Section 5, Table 1**)
- 2.5. To note the latest capital position and key capital variances with forecast capital expenditure of £119.206m in 2019/20 against the 2019/20 capital budget of £144.205m. (**Section 6, Table 2, and Appendix 3**)
- 2.6. To note that the capital programme is actively under review to establish whether project milestones and deliverables are reflected in the financial profiles of the existing 3 year programme. (**Paragraph 6.3**)
- 2.7. To note the re-profiling of the leisure capital programme between financial years. (**Paragraph 6.5**)
- 2.8. To note the latest savings tracker of agreed savings 2019/20 (**Appendix 4 and Table 3**) and the ongoing budget impact of undeliverable savings. (**Table 4**)
- 2.9. To note the allocations from the corporate transformation earmarked reserve. (**Table 5**)

3. REVENUE POSITION: SUMMARY

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

Table 1: 2019/20 General Fund and HRA Month 4 Forecast

	Net Forecast Over /(Under) Spend £m
<u>GENERAL FUND</u>	
Resources	(0.033)
Chief Executive's Directorate	0.038
Environment and Regeneration	2.714
Housing	0
People	0
Public Health	0
DIRECTORATE TOTAL	2.719

Corporate Items	(2.215)
GROSS OVER/(UNDER) SPEND	0.504
<u>HOUSING REVENUE ACCOUNT</u>	
NET (SURPLUS)/DEFICIT	0

- 3.2. This position is before taking into account the 2019/20 corporate contingency budget of £5.080m, which other things being equal at year end would improve the overall General Fund position by £5.080m.
- 3.3. All services have agreed cash limited budget allocations and therefore take responsibility for delivering a balanced budget unless a detailed business case is developed and approved for an allocation from the corporate contingency budget. Management action is therefore required over the course of the financial year to bring the directorate-level forecast overspend of £2.719m back to within agreed cash limited budgets. Where this is not possible, a business case for the drawdown of part of the 2019/20 corporate contingency funding will be submitted. The balance of the contingency will be carried forward to future years, providing much needed financial resilience for known cost pressures over the medium term.

4. GENERAL FUND

Resources (-£0.033m)

- 4.1. The Resources directorate is forecasting a (-£0.033m) underspend with the key variances detailed in **Appendix 1**. This includes the provisional use of one-off funding carried from 2018/19 currently held in earmarked reserves (-£0.500m). It is expected that either Property Services or the Resources directorate as a whole will put in place a strategy to contain the current forecast overspend and therefore this one-off funding will not be called upon. There are in year financial risks relating to Digital Services, where the service is undertaking numerous improvement projects whilst still trying to establish a new staffing structure.

Chief Executive's Directorate (+£0.038m)

- 4.2. The Chief Executive's directorate is forecasting a (+£0.038m) overspend with the key variances summarised in **Appendix 1**.

Environment and Regeneration (+£2.714m)

- 4.3. The Environment and Regeneration directorate is forecasting a (+£2.714m) overspend. The key variances behind this net overspend are set out in **Appendix 1**.
- 4.4. There are additional in-year budget risks related to income forecasts in planning (+£0.200m), commercial waste (+£0.250m) and parking (+£0.500m).
- 4.5. The management actions being taken to control this position include:
- 4.5.1. Regular monitoring of spend and income trends across the department to enable effective decisions to be taken;

- 4.5.2. Extensive work being undertaken within Street Environmental Services (SES) to control and monitor staff related spend, particularly around sickness absence management;
- 4.5.3. On-going work to drive through service changes to deliver delayed savings.
- 4.5.4. A business case is being written to draw down contingency funding where there are valid, justifiable reasons for the overspend and no further management action is possible to contain this overspend. A recommendation will follow in a future report.

Housing (Break-Even)

The Housing General Fund is forecast to break-even with no material variances from budget. The impact of Homelessness Reduction Act 2017 has resulted a steady and persistent rise in homeless cases throughout 2018/19 and this trend is continuing into the current year. This has led to an overspend on temporary accommodation (+£0.520m). However, with this Act came a new burdens grant plus a flexible homelessness support grant and these are being used to offset the overspend.

People (Break-Even)

- 4.6. The new People directorate (comprising Children's, Employment and Skills and Adult Social Services) is forecasting a break-even position with key variances set out in **Appendix 1**.

Children's, Employment and Skills - General Fund (Break-Even), Schools (-£0.460m)

- 4.7. Children's, Employment and Skills is forecasting a break-even position with no material variance from budget.
- 4.8. There are underlying demand pressures in supported accommodation (non-regulated) placements (+£0.460m), residential (regulated) placements (+£0.100m) and Joint Agency Panel (JAP) placements (+£0.500m). However, an overspend is currently not forecast as these pressures are expected to reduce under management action and/or be contained within the overall placements contingency budget of £0.500m.
- 4.9. In addition, there are in-year budget risks around youth remand and SEN Transport, particularly if activity levels increase.
- 4.10. The Dedicated Schools Grant (DSG) is forecasting an underspend of (-£0.460m or -0.3%), which relates to a prior-year balance being managed on behalf of Schools Forum.

Adult Social Services (Break-Even)

- 4.11. Whilst Adult Social Services is forecasting a break-even position, this includes the use of one-off resources totalling (-£4.176m), including Social Care Grant, Improved Better Care Fund (Stabilising the Social Care System), Winter Pressures

Funding, Direct Payments Surplus and funding carried forward from 2018/19 (-£1.539m) currently held in earmarked reserves.

- 4.12. The Adult Social Services forecast does not include an additional in-year risk of (+£0.500m) relating to the Transforming Care programme, which aims to transfer care for service users with learning disabilities and/or autism with behaviour that challenges from long stay acute hospitals to the community.

Public Health (Break-Even)

- 4.13. Public Health is funded via a ring-fenced grant and forecast to break-even with no material variances from budget.

Corporate Items (-£2.215m)

- 4.14. The forecast for corporate items, before any call on corporate contingency budgets, is a (-£2.215m) underspend with key variances set out in **Appendix 1**. The main variance is a forecast underspend of (-£3.234m) relating to treasury management.
- 4.15. The corporate items forecast currently assumes that the agreed 2019/20 cross-cutting savings (totalling £1.380m) are fully deliverable and that service cash limits will be adjusted accordingly.

5. HOUSING REVENUE ACCOUNT

- 5.1. The forecast net variance for the Housing Revenue Account is an underspend of (-£0.600m) due to general saving underspend and spend on repair and maintenance, summarised at **Appendix 2**. As this is a self financing account, any underspends go into HRA balances to be used in future years resulting in a net break-even position.

6. CAPITAL PROGRAMME

- 6.1. It is forecast that £119.206m of capital investment will be delivered in 2019/20 against the 2019/20 capital budget of £144.205m. This is set out by directorate in **Table 2** below and detailed in **Appendix 3**, which also includes the provisional capital programme for 2020/21 and 2021/22.

Table 2: 2019/20 Capital Programme Month 4 Forecast

Directorate	2019/20 Budget	2019/20 Spend To Date	2019/20 Forecast Outturn	Forecast Capital Variance
	£m	£m	£m	£m
Environment and Regeneration	16.027	4.866	16.420	0.393
Housing	114.171	22.847	90.578	(23.593)
People	14.007	3.828	12.207	(1.800)

Directorate	2019/20 Budget	2019/20 Spend To Date	2019/20 Forecast Outturn	Forecast Capital Variance
Total	144.205	31.541	119.206	(25.000)

- 6.2. As at the end of month 4, £31.541m (22%) of capital expenditure had been spent against the 2019/20 capital budget of £144.205m. Hypothetically, if expenditure continued at the same pace for the remainder of the financial year, this would lead to a capital outturn of £94.623m (66% of the 2019/20 capital budget).
- 6.3. The capital programme is actively under review to establish whether project milestones and deliverables are reflected in the financial profiles of the existing 3-year programme 2019/20 to 2021/22. The work to date has identified projects that are a mix of revenue and capital expenditure, which will be consolidated into the capital programme in a future report to the Executive. Before the capital programme can be revised, the estimated split between capital and revenue expenditure (both General fund and HRA) needs further review to confirm the funding available and ensure the most efficient use of resources.

Environment and Regeneration

- 6.4. There is an ongoing review of the outturn forecast on the Bunhill II capital scheme. Consultants Inner Circle have been commissioned by the Programme Delivery Board (PDB) to undertake an independent review of the project and construction contract. Recommendations will be made to a future Executive meeting following consultation with the Affordable Energy Board.
- 6.5. The profile of 3-year leisure capital programme will be revised in month 5 to reflect the latest expenditure profile and bring forward £0.187m of funding to 2019/20.

Housing

- 6.6. Housing has a delivery target of building 550 genuinely affordable homes by 2022 and this is still considered to be achievable. However, within the programme there is forecast slippage of £23.593m on the New Build programme budget of £76.046m. In addition to delays due to planning and re-design issues, this slippage arises primarily as a result of contractors including a very high premium in their bids to reflect Brexit uncertainty, which in turn requires the new build team to carry out protracted value engineering exercises and/or price negotiations with contractors in order to try and secure value for money. Discussions with other Local Authority developers, housing associations and the GLA indicate that these price increases are prevalent across the sector.
- 6.7. A further significant impact on increased prices are the number of site offices required within a single scheme as the contractor effectively needs to set up several site offices and provide extra personnel to make those sites secure and safe.
- 6.8. In order to mitigate the uncertainty caused by Brexit and the related increase in construction costs, the Council is currently considering reviewing its new build

contracts (this would likely require the commissioning of external procurement expertise) with a view to securing a position whereby the Council ultimately either only pays for any actual cost increases arising from Brexit or enters into a risk/cost sharing arrangement with the contractor, as opposed to paying in advance for maximum unrealised risk.

Alternatively, or in addition to the above, where agreement has not or is unlikely to be reached with the contractor, consideration could be given to delaying procurement for some schemes until the new contractor framework is in place at the end of the year. This new framework will bring in new contractors who are likely to want to price competitively and in an environment where some of the Brexit uncertainty may have been resolved. It should be noted that delaying procurement could lead to further slippage in the region of £9.000m.

People

- 6.9. The Children’s Employment and Skills capital programme is forecasting an underspend of £1.800m in 2019/20. This represents the forecast balance on the school expansion schemes contingency budget. These schemes are due to be completed by the end of the summer, and it is not anticipated that the remaining contingency budget will be used.

7. SAVINGS DELIVERY

- 7.1. The latest delivery tracker (‘RAG’ rating) of agreed savings 2019/20 is provided at **Appendix 4** and summarised in **Table 3** below.

Table 3: Summary of Agreed Savings RAG Rating

RAG Rating	2019/20 £m
Green	9.559
Amber	0.375
Red	2.500
Black	1.341
Total	13.775

- 7.2. Of the £13.775m agreed savings for the 2019/20 financial year, £9.559m are currently on course for delivery (‘Green’ rated); £0.375m have ‘Amber’ risks; £2.500m are considered high risk (‘Red’ rated – currently still expected to be delivered but there are significant risks and could be potential delays); and £1.341m are now considered delayed/undeliverable in the current financial year (‘Black’ rated). We are proactively seeking ways to mitigate the impact of these undeliverable savings.
- 7.3. The agreed 2019/20 budget included cross-cutting savings totalling £1.380m that have still to be formally allocated across services. It is currently assumed that these

cross-cutting savings are fully deliverable in 2019/20 and that service cash limits will be adjusted accordingly.

- 7.4. A breakdown of the ongoing budget impact of undeliverable savings is provided in **Table 4** below. These undeliverable savings, which are not just delayed but now considered undeliverable on an ongoing basis, will need to have an alternative proposal for delivery of the saving developed or be reversed as part of the 2020/21 budget setting process.

Table 4: Undeliverable Savings 2020-22

Directorate	Description	2020/21 £m	2021/22 £m	Total £m
L				
Environment and Regeneration	Waste and Recycling Centre Reorganisation	0.100	0.155	0.255
Housing	Temporary Accommodation	0.300		0.300
People	SEN Transport	0.225		0.225
	Total	0.625	0.155	0.780

linked to the delivery of savings, the one-off investment allocations in **Table 5** below have been made from the corporate transformation earmarked reserve.

Table 5: Allocations from Transformation Reserve

Description	£m
A more efficient operation at the Waste and Recycling Centre, using technology to automate access to the facility	0.305
Project and Programme Management Training Portal	0.025
Adults Social Care Transformation Review - Project Management Support	0.075
Project and Programme Management Training Workshops	0.016
Localities Programme Management Support	0.174
Accessible Transport Review - Project and Analytical Support	0.066
Implementation of Microsoft Project Online	0.130
Enterprise Resource Planner - Discovery Phase	0.180
ICT Telephony - Funding to support migration to new telephony platform	0.457
Total	1.428

8. IMPLICATIONS

Financial Implications

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

Legal Implications

- 8.2. The law requires that the Council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance (section 28 Local Government Act 2003; the Council's Financial Regulations 3.7 to 3.10 (Revenue Monitoring and Control)).

Environmental Implications

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

Resident Impact Assessment

- 8.4. The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding.
- 8.5. A resident impact assessment (RIA) was carried out for the 2019/20 Budget Report approved by Full Council. This report notes the financial performance to date but does not have direct policy implications, so a separate RIA is not required for this report.

Appendices:

Appendix 1 – General Fund Revenue Monitoring by Individual Variance

Appendix 2 – Revenue Monitoring by Service Area

Appendix 3 – Capital Monitoring 2019/20 to 2021/22

Appendix 4 – Delivery of Agreed Savings 2019/20 to 2021/22

Background papers: None

Final report clearance:

Signed by:		11 September 2019
	Executive Member for Finance, Performance and Community Safety	Date

Responsible Officer:

Annabel Scholes

Interim Service Director Finance and Property (Section 151 Officer)

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Legal Implications Author:

Peter Fehler, Acting Director of Law and Governance (Monitoring Officer)

Appendix 1: 2019/20 General Fund Revenue Monitoring by Individual Variance - Month 4

Directorate / Service Area	Sub-Heading	Description of Over/(Under) Spend	Over-spend	Under-spend	Net Over/(Under) Spend	% of Directorate Net Budget that Over/(Under) Spent
			£m	£m	£m	%
RESOURCES						
Accommodation and Facilities	Business Rates	Reduction in costs relating to rationalisation of buildings.		(0.378)	(0.378)	(0.9%)
Accommodation and Facilities	Commercial Property	Commercial income has been budgeted to rise significantly. However, practical issues have meant that the development project at Old Street has taken longer than anticipated and a delay in achieving full income growth.	1.178		1.178	2.9%
Financial Management	Corporate Audit Fee	Re-negotiation of contract with a new supplier.		(0.064)	(0.064)	(0.2%)
All	Vacancy Management	Vacancy management across the directorate.		(0.069)	(0.069)	(0.2%)
All	One-off Income	2018/19 Carry Forward for Transformation Projects (£500k) and allocation from corporate transformation fund for ERP discovery phase costs (£200k).		(0.700)	(0.700)	(1.7%)
Total Resources			1.178	(1.211)	(0.033)	(0.1%)
CHIEF EXECUTIVE'S DIRECTORATE						
Chief Executive's Office	Chief Executive's Office	Overspend on consultancy costs.	0.154		0.154	13.4%
Chief Executive's Office	Chief Executive's Office	Underspend on salaries.		(0.086)	(0.086)	(7.5%)
Communications and Change	Communications and Change	Underspend on running costs.		(0.030)	(0.030)	(2.6%)
Total Chief Executive's Directorate			0.154	(0.116)	0.038	3.3%
ENVIRONMENT AND REGENERATION						
Planning & Development	Development Control	Lower levels of development control income due to lower levels of economic activity.	0.226		0.226	1.4%
Planning & Development	Building Control	Lower levels of building control income due to lower levels of economic activity.	0.188		0.188	1.2%
Public Protection	Local Land Charges	Decline in Local Land Charges income.	0.163		0.163	1.0%
Public Protection	Various	Redundancy and pension strain costs.	0.184		0.184	1.2%
Public Realm	Greenspace and Leisure	Various.	0.117		0.117	0.7%
Public Realm	Highways and Energy Services	Lower level of income from the advertising concession contract.	0.200		0.200	1.3%
Public Realm	Highways and Energy Services	iCo income pressure as a result of income generated being accounted for elsewhere.	0.200		0.200	1.3%
Public Realm	Highways and Energy Services	Unachievable street lighting Wi-Fi concession income.	0.160		0.160	1.0%
Public Realm	Highways and Energy Services	Pressure around the lease arrangement for one of the depots.	0.085		0.085	0.5%
Public Realm	Street Environmental Services	Additional staff costs due to changes in refuse collection service.	0.500		0.500	3.2%
Public Realm	Street Environmental Services	Delays in fleet replacement due to ULEZ considerations.	0.400		0.400	2.6%
Public Realm	Street Environmental Services	Sickness levels exceeding target operating model.	0.325		0.325	2.1%
Public Realm	Street Environmental Services	Shortfall in Commercial Waste income.	0.250		0.250	1.6%
Public Realm	Street Environmental Services	Driver grade uplift to reflect additional supervision duties due to Operator ('O') licence requirements.	0.120		0.120	0.8%
Public Realm	Street Environmental Services	Additional staff cover due to operational, performance and disciplinary issues.	0.100		0.100	0.6%
Public Realm	Street Environmental Services	Anticipated fuel savings offset by higher pump prices.	0.100		0.100	0.6%
Public Realm	Street Environmental Services	ULEZ on non compliant council vehicles.	0.100		0.100	0.6%
Public Realm	Street Environmental Services	Shortfall in bulky waste income.	0.080		0.080	0.5%
Public Realm	Street Environmental Services	One-off abortive costs associated with service re-design.	0.022		0.022	0.1%
Public Protection	Various	Higher levels of income achieved across enforcement, pest and animal services.		(0.278)	(0.278)	(1.8%)
Public Protection	Various	Net employee costs across the division.		(0.207)	(0.207)	(1.3%)
Public Protection	Various	Underspend on running expenses budgets throughout the division.		(0.070)	(0.070)	(0.4%)
Public Realm	Highways and Energy Services	Higher levels of income and spend management across the service.		(0.251)	(0.251)	(1.6%)
Total Environment and Regeneration			3.520	(0.806)	2.714	17.3%
HOUSING						
Homelessness	Temporary Accommodation	Increase in demand for the use of TA due to increase in numbers	0.520		0.520	5.6%
Homelessness	Temporary Accommodation	Use of grants to fund pressure		(0.520)	(0.520)	(5.6%)
Total Housing			0.520	(0.520)	0.000	0.0%
PEOPLE						
No material variances.			0.000	0.000	0.000	0.0%
Total Children's, Employment and Skills			0.000	0.000	0.000	0.0%
Adult Social Care	Adult Social Care	Legal costs.	0.070		0.070	0.1%
Integrated Community Services	Re-profiled Savings	Assistive technology.	0.280		0.280	0.4%
Integrated Community Services	Reablement	Reablement overspend.	0.242		0.242	0.3%
Integrated Community Services	Undelivered Savings	Adult Social Care case reviews.	0.710		0.710	1.0%
Learning Disabilities	Placements	Placements overspend (net of management action).	1.174		1.174	1.7%
Strategy and Commissioning	Re-profiled Savings	Adult Social Care transformation.	1.500		1.500	2.2%
Strategy and Commissioning	Re-profiled Savings	Previous MTFS savings.	0.370		0.370	0.5%
Strategy and Commissioning	Re-profiled Savings	Advocacy.	0.035		0.035	0.1%
Strategy and Commissioning	Re-profiled Savings	Age UK.	0.035		0.035	0.1%
Strategy and Commissioning	Re-profiled Savings	Intermediate care.		(0.240)	(0.240)	(0.3%)
Adult Social Services	One-off Income	Social Care Grant, Improved Better Care Fund (Stabilising the Social Care System), Winter Pressures Funding, Direct Payments Surplus and 2018/19 Carry Forward.		(4.176)	(4.176)	(6.0%)
Total Adult Social Services			4.416	(4.416)	0.000	0.0%
Total People			4.416	(4.416)	0.000	0.0%
PUBLIC HEALTH						
No material variances.					0.000	
Total Public Health			0.000	0.000	0.000	
DIRECTORATE TOTAL			9.788	(7.069)	2.719	
CORPORATE ITEMS						
Housing Needs	NRPF	Uncontrollable pressure due to the Council's statutory, yet unfunded, duty to provide a safety net to vulnerable migrants with No Recourse to Public Funds (NRPF) and European Economic Area nationals.	0.669		0.669	(0.3%)
Corporate Projects	Corporate Projects	Corporate project costs (non-recent projects).	0.500		0.500	(0.2%)
Corporate Financing Account	Corporate Financing Account	The Council continues to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates, whilst the corporate financing budget for interest costs and debt repayment is currently based on the average long term cost of borrowing. This means that corporate financing costs in 2019/20 are significantly less than than budgeted. Combined with unbudgeted investment income, this is currently forecast to lead to an underspend in the corporate financing account of £3,234k. This forecast will be reviewed and updated to take into account the impact of re-profiling of the capital programme and some other changes in treasury arrangements.		(3.234)	(3.234)	1.4%
Levies	Levies	Underspend on corporate levies budget compared to the estimate before the start of the financial year.		(0.150)	(0.150)	0.1%
Total Corporate Items			1.169	(3.384)	(2.215)	1.0%
GROSS TOTAL			10.957	(10.453)	0.504	

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Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 4

GENERAL FUND				
Directorate / Division	Original Budget	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 4
	£m	£m	£m	£m
RESOURCES				
Directorate	0.849	0.563	(0.133)	(0.696)
Digital Services and Transformation	12.705	12.956	12.956	0.000
Financial Management and Property	(0.821)	(0.536)	0.070	0.606
Financial Operations	19.718	20.339	20.321	(0.018)
Internal Audit	0.697	0.698	0.647	(0.051)
Law and Governance	3.941	4.181	4.186	0.005
Human Resources	1.883	1.867	1.999	0.132
Strategy and Change*	0.000	0.802	0.791	(0.011)
Total Resources	38.972	40.870	40.837	(0.033)
CHIEF EXECUTIVE'S DIRECTORATE				
Chief Executive's Office	0.052	0.052	0.120	0.068
Communications and Change	1.069	1.099	1.069	(0.030)
Strategy and Change*	0.832	0.000	0.000	0.000
Total Chief Executive's Department	1.953	1.151	1.189	0.038
ENVIRONMENT AND REGENERATION				
Directorate	0.154	0.154	0.154	0.000
Planning and Development	1.297	1.453	1.867	0.414
Public Protection	4.531	4.656	4.448	(0.208)
Public Realm	9.414	9.414	11.922	2.508
Total Environment and Regeneration	15.396	15.677	18.391	2.714
HOUSING				
Temporary Accommodation (Homelessness Direct)	2.292	2.292	2.325	0.033
Housing Needs (Homelessness Indirect)	1.456	1.456	1.523	0.067
Housing Benefit	0.880	0.880	0.880	0.000
Housing Strategy and Development	0.133	0.133	0.067	(0.066)
Housing Administration	1.008	1.008	0.974	(0.034)
Voluntary and Community Services (VCS)	2.616	2.950	2.950	0.000
Total Housing	8.385	8.719	8.719	0.000
PEOPLE				
Youth and Communities	6.040	5.578	5.578	0.000
Safeguarding and Family Support	41.332	43.441	43.441	0.000
Learning and Schools	25.385	26.939	26.479	(0.460)
Partnership and Service Support	3.600	5.754	5.754	0.000
Strategy and Planning	0.079	0.108	0.108	0.000
Employment, Skills and Culture	5.322	5.436	5.436	0.000
Health Commissioning	0.930	0.930	0.930	0.000
Less Projected Ring-Fenced Schools Related Underspend	0.000	0.000	0.460	0.460
Total Children's, Employment and Skills	82.688	88.186	88.186	(0.000)
Adult Social Care	(6.288)	(7.941)	(12.047)	(4.106)
Integrated Community Services	27.399	29.052	30.284	1.232
Learning Disabilities	27.316	27.524	28.698	1.174
Strategy and Commissioning	21.168	20.959	22.659	1.700
Total Adult Social Services	69.595	69.594	69.594	(0.000)
Total People	152.283	157.780	157.780	(0.000)
PUBLIC HEALTH				
Children 0-5 Public Health	3.689	3.689	3.689	0.000
Children and Young People	1.434	1.434	1.434	0.000
NHS Health Checks	0.383	0.383	0.383	0.000
Obesity and Physical Activity	0.735	0.735	0.735	0.000
Other Public Health	(19.635)	(19.635)	(19.635)	0.000
Sexual Health	5.965	5.965	5.965	0.000
Smoking and Tobacco	0.468	0.468	0.468	0.000
Substance Misuse	6.961	6.961	6.961	0.000
Total Public Health	(0.000)	(0.000)	(0.000)	0.000
DIRECTORATE TOTAL	216.989	224.197	226.916	2.719

Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 4

Directorate / Division	Original Budget	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 4
	£m	£m	£m	£m
CORPORATE ITEMS				
Other Corporate Items	(1.114)	(1.307)	(0.807)	0.500
Corporate Financing Account	(25.043)	(25.043)	(28.277)	(3.234)
Pensions	9.348	9.348	9.348	0.000
Levies	19.962	19.962	19.812	(0.150)
Transfer to/(from) Reserves	(4.207)	(11.337)	(11.337)	0.000
Specific Grants	(5.616)	(5.616)	(5.616)	0.000
Core Government Funding / Council Tax	(215.822)	(215.822)	(215.822)	0.000
No Recourse to Public Funds	0.423	0.538	1.207	0.669
Contingency	5.080	5.080	5.080	0.000
Total Corporate Items	(216.989)	(224.197)	(226.412)	(2.215)
GROSS TOTAL	0.000	0.000	0.504	0.504

Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 4

HOUSING REVENUE ACCOUNT(HRA)			
Service Area	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 4
	£m	£m	£m
Dwelling Rents	(165.684)	(166.684)	(1.000)
Non Dwelling Rents	(1.600)	(1.600)	0.000
Heating Charges	(2.684)	(2.684)	0.000
Leaseholders Charges	(12.730)	(12.730)	0.000
Other Charges for Services and Facilities	(5.380)	(5.380)	0.000
PFI Credits	(22.855)	(22.855)	0.000
Interest Receivable	(0.500)	(0.500)	0.000
Contribution from General Fund	(0.816)	(0.816)	0.000
Gross Income	(212.249)	(213.249)	(1.000)
Repairs and Maintenance	32.928	32.928	0.000
General Management	53.102	53.102	0.000
PFI Payments	43.964	43.964	0.000
Special Services	22.356	22.356	0.000
Rents, Rates, Taxes & Other Changes	0.590	0.590	0.000
Capital Financing Costs	16.426	16.426	0.000
Depreciation	35.003	35.003	0.000
Bad Debt Provisions	0.750	1.750	1.000
Contingency	1.100	1.100	0.000
Transfer to HRA Reserves	6.030	6.030	0.000
Gross Expenditure	212.249	213.249	1.000
Net (Surplus)/Deficit	0.000	0.000	0.000

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Appendix 3: Capital Monitoring 2019/20 to 2021/22 - Month 4

	2019/20 Capital Monitoring							Future Year Budget		Overall Monitoring 2019/20 to 2021/22		
	Original Budget	Budget Changes During the Year	Revised Budget	Forecast Outturn	Forecast Variance	Expenditure to Date	2019/20 Budget Spent to Date	2020/21 Provisional Budget	2021/22 Provisional Budget	Budget	Forecast	Forecast Variance
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m	£m	£m
ENVIRONMENT AND REGENERATION												
Cemeteries	0.000	0.040	0.040	0.040	0.000	(0.020)	(50.1%)	0.000	0.000	0.040	0.040	0.000
Combined Heat and Power	0.000	(0.248)	(0.248)	0.000	0.248	0.821	(330.9%)	0.000	0.000	(0.248)	0.000	0.248
Old E&R Schemes	0.000	0.000	0.000	0.000	0.000	0.061	0.0%	0.000	0.000	0.000	0.000	0.000
Energy Saving Council Buildings	0.390	0.015	0.405	0.405	0.000	0.000	0.1%	0.000	0.000	0.405	0.405	0.000
Greenspace	0.395	1.162	1.557	1.557	0.000	0.666	42.8%	0.000	0.000	1.557	1.557	0.000
Highways	1.400	0.683	2.083	2.083	0.000	0.088	4.2%	1.400	1.400	4.883	4.883	0.000
Leisure	0.475	0.023	0.498	0.648	0.150	0.512	102.8%	0.475	0.375	1.348	1.348	0.000
Other Environment and Regeneration	0.000	0.019	0.019	0.019	0.000	0.000	0.0%	0.000	0.000	0.019	0.019	0.000
Planning and Development	0.000	0.535	0.535	0.530	(0.005)	0.144	26.9%	0.000	0.000	0.535	0.535	0.000
Recycling Improvements	0.000	0.158	0.158	0.158	0.000	0.201	127.5%	0.000	0.000	0.158	0.158	0.000
Special Projects	0.000	0.141	0.141	0.141	0.000	0.032	22.7%	0.000	0.000	0.141	0.141	0.000
Traffic and Engineering	5.354	0.708	6.062	6.062	0.000	0.255	4.2%	4.500	2.500	13.062	13.062	0.000
Fleet	1.999	2.778	4.777	4.777	0.000	2.105	44.1%	2.000	1.000	7.777	7.777	0.000
Total Environment and Regeneration	10.013	6.014	16.027	16.420	0.393	4.866	30.4%	8.375	5.275	29.677	29.925	0.248
HOUSING												
Major Works and Improvements	25.000	0.000	25.000	25.000	0.000	9.937	39.7%	20.000	30.000	75.000	75.000	0.000
New Build	76.046	0.000	76.046	52.453	(23.593)	9.510	12.5%	111.067	73.224	260.337	260.337	0.000
Temporary Accommodation	13.125	0.000	13.125	13.125	0.000	3.400	25.9%	0.000	0.000	13.125	13.125	0.000
Total Housing	114.171	0.000	114.171	90.578	(23.593)	22.847	20.0%	131.067	103.224	348.462	348.462	0.000
PEOPLE												
Central Foundation School	1.600	0.152	1.752	1.752	0.000	0.347	19.8%	0.120	0.000	1.872	1.872	0.000
Dowery Street/Primary PRU	0.000	0.135	0.135	0.135	0.000	0.000	0.0%	0.000	0.000	0.135	0.135	0.000
Early Years Capital	0.000	0.327	0.327	0.327	0.000	0.016	4.8%	0.000	0.000	0.327	0.327	0.000
Electrical & Mechanical	0.000	1.486	1.486	1.486	0.000	0.099	6.7%	0.000	0.000	1.486	1.486	0.000
Highbury Grove School	1.470	0.955	2.425	2.425	0.000	1.417	58.4%	0.000	0.000	2.425	2.425	0.000
Libraries	0.000	0.048	0.048	0.048	0.000	0.005	10.1%	0.000	0.000	0.048	0.048	0.000
New River College	0.000	0.185	0.185	0.185	0.000	0.000	0.0%	0.000	0.000	0.185	0.185	0.000
Other Schools/Contingency	0.000	2.252	2.252	0.452	(1.800)	0.166	7.4%	0.000	0.000	2.252	0.452	(1.800)
School Condition Works	0.000	0.112	0.112	0.112	0.000	0.000	0.0%	0.000	0.000	0.112	0.112	0.000
Tufnell Park School	3.100	1.753	4.853	4.853	0.000	1.780	36.7%	0.750	0.250	5.853	5.853	0.000
Windows Schemes	0.000	0.430	0.430	0.430	0.000	0.000	0.0%	0.000	0.000	0.430	0.430	0.000
Youth	0.000	0.003	0.003	0.003	0.000	0.000	0.0%	0.000	0.000	0.003	0.003	0.000
Total People	6.170	7.837	14.007	12.207	(1.800)	3.828	27.3%	0.870	0.250	15.127	13.327	(1.800)
TOTAL CAPITAL PROGRAMME	130.354	13.851	144.205	119.206	(25.000)	31.541	21.9%	140.312	108.749	393.266	391.715	(1.552)

* this project is under review and an accurate projection will be included in a future report

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#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2019/20 AGREED SAVINGS RAG				
				GREEN £m	AMBER £m	RED £m	BLACK £m	TOTAL £m
1	Corporate/Project	2020 Customer Programme	Redesigning our customer service offer across the council, bringing together transactional services to provide a better service for residents	0.280	0.000	0.000	0.000	0.280
2	Resources	Post, Stationery, Cleaning	Savings on postage, stationery and facilities management costs as a result of new ways of working	0.200	0.000	0.000	0.000	0.200
3	Corporate/Project	2020 Organisation Design	Savings resulting from a review of management spans and tiers and improved administrative processes across the council	0.050	0.000	0.500	0.000	0.550
4	Resources	Property	Savings resulting from a new property strategy, increasing income, more co-locating with partners and reducing the council's office	0.377	0.000	0.000	0.000	0.377
5	People	Adult Social Care Case Reviews	Conduct annual reviews of Adult Social Care packages in line with relevant legislation, applying a strengths-based approach to create better outcomes for residents in the care	0.800	0.000	0.000	0.710	1.510
6	Corporate/Project	Adults Localities	Implementation of the new "Localities" model in partnership with the voluntary and community sector, health organisations and our other local partners to align preventative services and reduce long-term demand	0.000	0.000	0.000	0.000	0.000
7	People	Children's Early Help	Redesigning our early help services to improve our preventative offer in children's services	0.020	0.000	0.000	0.000	0.020
8	Public Health	Public Health Lifestyle	Change the way we deliver public health behaviour-change programmes, including health checks and exercise on referral, through our universal services and other more cost-	0.194	0.000	0.000	0.000	0.194
9	People	Children in Need	Recruitment of additional children's social workers to reduce longer-term demand	0.981	0.000	0.000	0.000	0.981
10	People	CES efficiencies	Increasing income received by the Health and Wellbeing Service and realising efficiencies and reducing back-office costs in the Children's, Employment and Skills directorate	0.140	0.000	0.000	0.000	0.140
11	People	Play and Youth	Maintaining the availability and scope of play and youth provision by reducing its costs through new commissioning arrangements and more efficient back-office support	0.175	0.000	0.000	0.000	0.175
12	People	Youth Offending Service Management	Reduced operational costs for the Youth Offending Service to reflect a reduction in the cohort of young people requiring the service	0.000	0.000	0.000	0.000	0.000
13	Housing	Temporary Accommodation	Improving the quality and reducing the cost of temporary accommodation through purchasing homes to be owned by the council and used by it for temporary accommodation	0.300	0.000	0.000	0.300	0.600
14	Environment and Regeneration	Community Safety	Focusing Trading Standards and Environmental Health teams on high-risk areas, securing additional external income for Pest Control and reduced back-office support	0.130	0.000	0.000	0.000	0.130
15	Environment and Regeneration	HMO Licensing	Increased income as a result of a new Homes in Multiple Occupation licensing scheme in Finsbury Park	0.085	0.000	0.000	0.000	0.085
16	Environment and Regeneration	Traffic and Parking	Financial impact of separate policy decisions to be taken by the Executive in January to improve the borough's air quality	1.930	0.000	0.000	0.000	1.930

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2019/20 AGREED SAVINGS RAG				
				GREEN £m	AMBER £m	RED £m	BLACK £m	TOTAL £m
17	Environment and Regeneration	Increased Income	Increased income in Environment and Regeneration from Leisure Management, trading services in tree management and commercial waste, and stricter monitoring of	0.325	0.000	0.000	0.000	0.325
18	Environment and Regeneration	Service Integration	Reduced costs as a result of better integration of public realm services within Environment and Regeneration and on housing estates	0.050	0.210	0.000	0.000	0.260
19	Environment and Regeneration	Public Realm Transformation	Management savings in Environment and Regeneration as a result of implementing new technology	0.100	0.000	0.000	0.000	0.100
20	Environment and Regeneration	WRC Reorganisation	A more efficient operation at the Waste and Recycling Centre, using technology to automate access to the facility	0.000	0.100	0.000	0.000	0.100
21	Resources	Corporate Service Redesign	Re-design of support services in Financial Management, Procurement and Human Resources to reduce costs	0.825	0.000	0.000	0.000	0.825
22	Chief Executive's Directorate	Chief Executive's Department Savings	Staffing reductions in the Chief Executive's department and securing additional commercial income for print services	0.050	0.000	0.000	0.000	0.050
23	Corporate/Project	Commissioning and Procurement	Savings resulting from a corporate review of contracting and procurement arrangements, helping to get a better deal for the council and apply a category-management approach	0.050	0.000	0.500	0.000	0.550
24	Resources	Revenues and Benefits Efficiencies	Efficiency savings in Revenues and Benefits, including deleting some vacant posts, increasing income from externally traded services and improved collection of current and older debt, realigning the Resident Support Scheme in line with demand and process	1.352	0.000	0.000	0.000	1.352
25	Resources	Legal Services	Efficiency savings in Legal Services as a result of implementing a new electronic case-management system, and increasing charges for Right to Buy lease extensions in line with	0.070	0.000	0.000	0.000	0.070
26	Resources	Elections and Registration	Back-office efficiencies in the Elections team and introduction of new discretionary charges for optional registration services	0.028	0.000	0.000	0.000	0.028
27	People	Continuous Improvement	An ongoing programme of service reviews within the Children's, Employment and Skills directorate through improved commissioning	0.047	0.000	0.000	0.000	0.047
28	People	Adult Social Care Transformation Programme	Savings from a comprehensive transformation of our in-house provided Adult Social Care services, ensuring they provide a modern, strengths-based service that meets residents' needs	0.000	0.000	1.500	0.000	1.500
29	People	Telecare	Reduced costs from moving our existing telecare offer to a more modern assistive technology offer and reducing the need for	0.000	0.000	0.000	0.281	0.281
30	People	Adult Social Care contracts	The council, working with partners, will review the provision of daytime activities and daytime services in Islington with a view to broadening participation and extending the use of local	0.000	0.065	0.000	0.015	0.080

#	DIRECTORATE	SERVICE	SUMMARY DESCRIPTION	2019/20 AGREED SAVINGS RAG				
				GREEN £m	AMBER £m	RED £m	BLACK £m	TOTAL £m
31	People	Adult Social Care Advocacy Services	A new approach to non-statutory advocacy services, using existing mainstream service provision rather than a separate, specific offer	0.025	0.000	0.000	0.035	0.060
32	People	Employment Services	Reorganise the council's approach to youth employment, with savings from contract management and more efficient administration	0.093	0.000	0.000	0.000	0.093
33	People	Young People's Accommodation	Purchasing additional high-quality accommodation via HASS where previously more expensive placements have been purchased	0.100	0.000	0.000	0.000	0.100
34	People	Bright Start	Savings from the termination of a contract with an external provider to display information on electronic screens in a number of children's centres (now no longer used) and staff	0.040	0.000	0.000	0.000	0.040
35	People	Vacancy Factor	Applying a vacancy factor to low-risk posts in the Children's, Employment and Skills directorate based on anticipated service	0.500	0.000	0.000	0.000	0.500
36	Environment and Regeneration	Invest to Save	Investment in LED lighting and controls for street furniture, and a new, floodlit, artificial-grass football pitch in Highbury Fields for hire and community use	0.000	0.000	0.000	0.000	0.000
37	People	Adult Community Learning and Libraries	Savings from deleting vacant posts in Adult and Community Learning, a reduction in sessional tutors made possible by more efficient use of currently under-utilised permanent staff and a reduction in back-office support. Re-align purchases of books, periodicals, magazines and audio-visual materials in line with current demand and delete some vacant posts in the	0.242	0.000	0.000	0.000	0.242
38	Corporate/Project	Enterprise Resource Planner	Introduction of an Enterprise Resource Planner, integrating and automating internal support functions and reducing costs	0.000	0.000	0.000	0.000	0.000
			Total	9.559	0.375	2.500	1.341	13.775

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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 – /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
7. Quarters 3/4 Well run council
8. Quarter 1 – Well run Council/Crime Statistics
9. IT Strategy update

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 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**

4 JUNE 2020

- 1. Call ins (if any)**
- 2. Financial update**
- 3. Monitoring report**
- 4. Work Programme 2019/20**
- 5. Quarter 3 – Well run Council/Council Targets**

JULY 2020

Quarter 4 – Well run Council/Crime Statistics

SEPTEMBER 2020

12 MONTH PROGRESS REPORT ON UNIVERSAL CREDIT SCRUTINY REVIEW

Governance and Human Resources

Resources
Town Hall, Upper Street,
London N1 2UD

Report of: Assistant Director Governance and Human Resources

Meeting of	Date	Agenda Item	Ward(s)
Policy and Performance Scrutiny Committee	30 September 2019	G1	All

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

1. Synopsis

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

2. Recommendation

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

3. Background

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

PTO

4. Implications

4.1 Environmental Implications

None specific at this stage

4.2 Legal Implications

Not applicable

4.3 Financial Implications

None specific at this stage

4.4 Equality Impact Assessment

None specific at this stage

Final Report Clearance

Signed by

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

POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

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JULY 2020

Quarter 4 – Well run Council/Crime Statistics

SEPTEMBER 2020

12 MONTH PROGRESS REPORT ON UNIVERSAL CREDIT SCRUTINY REVIEW

FORWARD PLAN OF KEY DECISIONS



ISLINGTON

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 17 OCTOBER 2019 AND BEYOND

Page

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

Published on 2 September 2019

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 17 OCTOBER 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 to request the documents.

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

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

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

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

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Contract award for automotive fuels	n/a	Corporate Director Environment and Regeneration	5 September 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend Keith.Townsend@islington.gov.uk
2.	Procurement strategy for Bevin Court and Holford House communal heating renewal (2020)	Clerkenwell	Corporate Director of Housing	12 September 2019	None	Open	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
3.	Procurement strategy for the operation, delivery and facilities management of 11 adventure playgrounds	All	Executive	19 September 2019	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Kaya Comer-Schwartz, Executive Member for Children, Young People and Families kaya.comerschwartz@islington.gov.uk
4.	Future Islington Youth Offer	All	Executive	19 September 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Kaya Comer-Schwartz, Executive Member for Children, Young People and Families kaya.comerschwartz@islington.gov.uk

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
5.	Corporate Insourcing Policy	n/a	Executive	19 September 2019	None	Open	Nicki Beardmore Nicki.beardmore@islington.gov.uk Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety andy.hull@islington.gov.uk
6. Page 78	Procurement strategy for the construction of 24 new build residential homes on the Harvist Estate	Holloway	Executive	19 September 2019	None	Open	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
7.	Procurement strategy for domestic gas boiler installation, servicing and repairs	All	Executive	19 September 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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8.	Clerkenwell Fire Station	Clerkenwell	Executive	19 September 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
9.	Local Development Scheme update	All	Executive	19 September 2019	None	Open	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
10.	Extension of CCTV hardware supply, installation and maintenance contract arrangements	All Wards	Corporate Director Environment and Regeneration	20 September 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend Keith.Townsend@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
11.	Contract award for Islington Council's insurance claims handling service	All	Director of Finance and Property (Section 151 Officer)	7 October 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Nicki Beardmore Nicki.beardmore@islington.gov.uk
12.	Contract award for Council gas and electricity supply 2020-2024	All	Corporate Director Environment and Regeneration	11 October 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend Keith.Townsend@islington.gov.uk
13.	Air Quality Strategy	All Wards	Executive	17 October 2019	None	Open	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk

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	14. Buying new Council homes	All	Executive	17 October 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
Page 84	15. Procurement strategy for electrical testing, servicing and associated remedial works	All Wards	Executive	17 October 2019	None	Open	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
14	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 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
17.	Consultation outcome and decision on the proposed closure of the Drovers Centre	All	Executive	17 October 2019	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
18.	Adoption of waste reduction and recycling plan	All Wards	Executive	17 October 2019	None	Open	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
19.	Discretionary rate relief	All	Executive	17 October 2019	None	Open	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Una O'Halloran, Executive Member for Community Development una.o'halloran@islington.gov.uk

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20.	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	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Asima Shaikh, Executive Member for Inclusive Economy and Jobs asima.shaikh@islington.gov.uk
21.	Approval of Cycle Scheme (formerly Quietway 10)	Highbury East; Highbury West	Executive	17 October 2019	None	Open	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
22.	Extension to framework agreement for interim staff	n/a	Executive	17 October 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Peter Fehler Peter.fehler@islington.gov.uk Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety andy.hull@islington.gov.uk

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23.	Procurement strategy for supported housing and 'housing first' support services for adults with multiple needs	All	Executive	17 October 2019	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
24.	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	31 October 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
25.	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	4 November 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk

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

FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
26.	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 maxine.holdsworth@islington.gov.uk
27.	Contract award for main building contractor - Wedmore Estate	Junction	Corporate Director of Housing	12 November 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
28.	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 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk

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29.	Islington lorry control scheme	All Wards	Executive	28 November 2019	None	Open	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
30.	Contract award for emergency lighting	All Wards	Corporate Director of Housing	28 November 2019	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
31.	Islington's Transport Strategy: Adoption	All	Executive	28 November 2019	None	Open	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
32.	Adoption of new Biodiversity Action Plan	All Wards	Executive	28 November 2019	None	Open	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk
33.	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	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
34.	Procurement strategy for a Strength-Based Homecare dynamic purchasing system	All Wards	Executive	28 November 2019	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
Page 88	35. 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 maxine.holdsworth@islington.gov.uk
	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 maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
	37. Energy Strategy/Zero Carbon Action Plan - adoption	All	Executive	16 January 2020	None	Open	Keith Townsend Keith.Townsend@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
Page 89	38. Contract award for construction of 11 supported living units and associated improvements on Windsor Street site	St Peter's	Corporate Director of Housing	31 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 maxine.holdsworth@islington.gov.uk
	39. Contract award for domestic gas boiler installation, servicing and repairs	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 maxine.holdsworth@islington.gov.uk
	40. 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 maxine.holdsworth@islington.gov.uk

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41.	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 maxine.holdsworth@islington.gov.uk
42.	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 maxine.holdsworth@islington.gov.uk

Page 90

Membership of the Executive 2019/2020:

<u>Councillors:</u>	<u>Portfolio</u>
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 11 July 2019

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

SCRUTINY REVIEWS 2017/18:

SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Fire Safety	Housing Scrutiny Committee	JB 27 Feb 2018 Exec 22 Mar 2018	Apr - June	JB 19 June 2018 Exec 19 July 2018	19 March 2019	Damian Dempsey & Stuart Fuller
Effectiveness of Communications	Housing Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May - July	JB 17 July 2018 Exec 6 Sept 2018		Paul Byer & Lynne Stratton
New Build Programme	Housing Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May – July	JB 18 Sept 2018 Exec 18 Oct 2018		Stephen Nash
Air Quality and Health	Health and Care Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May - July	JB 17 July 2018 Exec 18 Oct 2018	9 May 2019	Julie Billett
Recycling	Environment and Regeneration	JB 27 May 2018 Exec 14 June 2018	June – Aug	JB 30 Oct 2018 Exec 29 Nov 2018	12 November 2019	Matthew Homer
Vulnerable Adolescents	Children’s Services	JB 27 Mar 2018 Exec 19 Apr 2018	July – Oct	JB 17 July 2018 Exec 6 Sept 2018		Tania Townsend
None	Policy and Performance	N/A	N/A	N/A		N/A

SCRUTINY REVIEWS 2018/19:						
SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Responsive Repairs	Housing Scrutiny Committee	JB 17 Sept 2019 Exec 17 Oct 2019				Damian Dempsey & Stuart Fuller
GP Surgeries	Health and Care Scrutiny Committee	JB 18 June 2019 Exec 11 July 2019				Julie Billett
Volunteers and Resident engagement with Parks and Open Spaces	Environment and Regeneration	JB 16 Jul 2019 Exec 19 Sept 2019				Barry Emmerson
Permanent and fixed period exclusion from school	Children's Services	JB 21 May 2019 Exec 20 Jun 2019				Candy Holder
Universal Credit	Policy and Performance	JB 16 Jul 2019 Exec 19 Sept 2019				N/A

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