



**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 on **14 November 2019 at 7.30 pm. in Committee Room 4**

N.B. There will be a pre-meeting of the Committee at 7.00p.m. prior to the meeting for Members of the Committee in Committee Room 3

**Linzi Roberts-Egan
Chief Executive**

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Despatched : 6 November 2019

Membership

Councillors:

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

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

Substitutes:

Councillor Mouna Hamitouche MBE
Councillor Satnam Gill OBE

Councillor Roulin Khondoker
Councillor Nurullah Turan

Quorum is 4 Councillors

A. Formal Matters

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

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

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

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

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

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

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

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

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

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

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

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

This applies to all members present at the meeting.

4. Minutes of the previous meeting
5. Chair's Report

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6. Public Questions

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

7. Establishment of PPS (Transformation Projects) Sub Committee/Terms of Reference/Membership etc. 11 - 16

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

C. Scrutiny and Monitoring Reports Page

1. Annual Crime and Disorder Report 17 - 32

2. Workplace Strategy 33 - 48

3. Performance information update - Verbal

D. Discussion Items (if any) Page

E. Monitoring Recommendations of Scrutiny Committees, Timetable for Topics, Work Programme and Forward Plan 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.

K. Other Business

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

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

- Members were informed that the number of temporary workers by Directorate has been steady in the past year, however there have been some peaks in holiday periods. Work is taking place to look at the number of temporary workers that have been with the Council for over 12 weeks, and reviewing this to ascertain if there is a permanent requirement for these posts
- E&R Public Realm are currently employing the most temporary staff, and work is taking place with management to establish if the requirement is permanent, or is just covering for annual leave/sickness
- The analysis of service requirements for agency workers has led to departmental targets being set, with a view to reducing to a long term annual target of 10%. A medium term target is 11.7%, and current progress against this target is c.12.69%
- A set of principles has been adopted to support the reduction of agency workers
- Offers and contracts have been moved onto the Council's online recruitment system, and both are now sent out at the same time as a verbal offer is made. DBS checks will also be moving onto the online system
- It was stated that it is anticipated the numbers of agency staff would reduce in the next few months, and there is a commitment at CMB to ensure that the numbers are reduced
- Reference was made to the fact that the individual agency staff targets per department should be included in future reports
- In response to a question it was stated that a new shorter version of the sickness procedures policy would hopefully be implemented shortly, and managers would be able to manage sickness more effectively
- Members expressed the view that future reports should be more detailed and have comparative figures from previous years and include departmental targets, and explanations if these had not been met and remedial measures that are being put in place

RESOLVED:

- (a) That the report be noted and future reports include comparative figures from the previous year, and explanations if these had not been met, together with remedial measures that are being put in place to address these
- (b) That future reports provide information detailing the targets/actual use of agency staff per department, in addition to those detailed for the Council overall

The Chair thanked Councillor Hull, and Alan Grant for attending

147 PERFORMANCE /SCRUTINY - PRESENTATION (Item C2)

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present for discussion of this item, and was accompanied by Roger Dunlop, Director of Strategy and Change, and Annette Hobart, Strategy and Change

During consideration of the presentation (copy interleaved), the following main points were made –

- Members noted examples as to how other Local Authorities consider performance information

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- Members were informed that pre-decision scrutiny could include aligning this function to the Council's priorities, outcomes and policy framework, early involvement in future decisions or policy changes, and not necessarily just reviewing the final report going to the Executive. Pre decision scrutiny can also act as a sounding board for policy changes and implications, representing the voice of communities
- How to choose scrutiny topic – this could include reviewing the Forward Plan, key corporate plan commitments, upcoming consultations, intelligence from performance reporting framework
- Centre for Public Scrutiny – this supports local authorities and other public bodies to effectively scrutinise their organisation, and to hold Executives to account on behalf of the Public
- Good scrutiny guide 2019 refers to the importance of maintaining a watching brief on the local area, and how local people experience, and influence, the services delivered to them by public bodies and others. The guidance makes specific reference to member's ability to access a digest of information about the area. Using evidence and gaining expertise is essential to enable scrutiny to make informed judgements on what it should be looking at
- Key information for scrutiny committees – Centre for Public Scrutiny guide lists a range of information as key to enabling scrutiny to perform its role – the Council plan, Partnership Plans and strategies, the Council's overall budget and policy framework, and the medium term financial strategy, quarterly performance reports, quarterly finance figures, risk registers, complaints digests/information, external improvement plans and activities. The Council's own research and insight, information from benchmarking clubs, including CIPFA, and the LGA, and information from Ombudsman investigations can be utilised
- The model adopted by PPS for the Universal Credit scrutiny proved very effective in hearing from partners, staff and residents, getting out into the community, and visiting services to see how things worked first hand. Scrutiny could also adopt a similar approach, where there are concerns about performance or lack of progress. Scrutiny could also look to move beyond the formal scrutiny structure and consider holding meetings in different venues, hearing from staff or residents about specific services etc.
- Should be core standards for performance reporting to scrutiny – reports should be clear, concise and avoid jargon, information should be based not just on data but context. Benchmarking data should be used, where and when this is available, customer complaints and satisfaction data should also be referred to where this is available. In addition, where performance is off track the report should address the key questions, and relevant senior officers from key services should attend to respond to queries, and take away any issues. Issues should also be followed up in a timely manner, with a full and helpful response
- What else should be considered – best practice examples from Centre for Public Scrutiny, and examples from other Council's indicates the scope for better 'triangulation' of data. Consideration could be given to introducing a digest of information, easily accessible to scrutiny and the public, bringing together a wider set of information on key priorities, including performance, financial data and risk. There should be better use of charts and diagrams, though telling the 'story' is important, closer working with Executive Members, and Senior Officers, to inform pre decision scrutiny. In addition, ways of working could be looked at to make scrutiny feel more important
- Reference was made to the possibility of an interactive dashboard which would enable the organisation to be managed more effectively by officers and offer better scrutiny to the Committee
- It was stated that culture change was important to improving performance

- The view was expressed that reports needed to have figures for previous years in order that comparisons on achieving targets can be made
- It was stated that with regard to Childrens Services Committee there may be a need to have variations to reflect those indicators where the Council could not have a direct impact. Another example is the crime statistics where the Council can only have a small impact on performance
- Reference was also made to the need in the sickness indicators there needed to be data on the numbers of employees per department so that effective comparisons can be made between departments
- Discussion took place as to the sickness levels in E&R and that future reports should make clear the issues where targets that are not being met, and an explanation of these and strategy for improvement

RESOLVED:

- (a) That the report be noted and that the Committee discuss further at a future meeting the presentation of performance indicators to future meetings, with a view to making recommendations for change
- (b) That in future reports detailing sickness levels, particularly in E&R, where there are targets not being met, an explanation be given as to the reasons why, and the strategy in place for improvement

The Chair thanked Councillor Hull, Roger Dunlop and Annette Hobart for attending

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QUARTER 1 WELL RUN COUNCIL/COUNCIL TARGETS (Item C3)

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present and was accompanied by Roger Dunlop, Director of Strategy and Change, and Annette Hobart, Strategy and Change

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

- The targets for corporate performance indicators for 2019/20 have been agreed
- In 2018/19 96.6% of Business Rates were collected, and in quarter 1 of 2019/20 25.3% of Council Tax was collected, which is as expected, and is on target for year end
- Noted that the number of visits to the Customer Care Centre, and the number of phone calls through Contact Islington has continued to reduce. The number of online transactions in Quarter 1 was below target, however, overall the longer term trends show a reduction in both calls and visits, and a move to more online transactions
- The Council is now looking to develop Contact Islington into a customer transaction centre, which handles all routine calls, and basic transactions, on behalf of Council services
- Sickness amongst Council staff has decreased in the past 12 months, and the trend is expected to continue, following measures that have been put in place
- Reducing agency staff –agency staff currently account for 12.8% of the workforce, and this has increased from the same period last year
- In relation to ensuring fair progression for BME and disabled staff, 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%
- Councillor Hull informed the Committee that two additional indicators in relation to carbon emissions will be included in the Quarter 2 figures
- Members noted that Scrutiny Committees would be consulted on determining PI's at an early stage for the next municipal year

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- A Member referred to the fact that affordable home is not a true PI and that this should be amended to social housing for rent. Councillor Hull stated that he would investigate this
- A Member expressed the view that the information on agency staff was different in two of the reports that evening and information presented should be presented consistently
- A Member also referred to the fact that the number of people killed/seriously injured on streets should be included in future reports
- Reference was also made to the fact that there should be a PI that measures how responsive the Council is to the public
- Discussion took place as to the removal of the major works PI in relation to Partners and that there is a need, given the level of complaints from residents about Partners, and that there needed to be some measure put in place to hold Partners to account. It was stated that if the Housing Scrutiny Committee wished to propose an appropriate PI in this regard this could be considered
- Reference was made to the high levels of stress prevalent in E&R and the reasons for this, and that this would be reported on in more detail in the sickness report presented in January
- A Member expressed concern that the number of transgender hate crime figures were omitted from the crime PI's and it was stated that these should be included in future reports
- Discussion took place as to the alcohol and drug abuse targets and that these did not seem likely to be met

RESOLVED:

- (a) That the report be noted
- (b) That the Director of Public Health be requested to provide more information to Members on the rationale of the targets for alcohol and drug abuse and whether these were realistic, and reasons as to why they are not being met
- (c) That Councillor Hull be requested to look at a new definition for the PI on affordable homes, as referred to above, and an additional PI on responsiveness of the Council to the public
- (d) That future reports include transgender hate crime details
- (e) That consideration be given to the inclusion of a PI on keeping streets safe, detailing the numbers of people seriously injured/killed on Islington streets
- (f) That the Housing Scrutiny Committee consider the provision of a new definition of a suitable PI for Partners, and inform Councillor Hull of any suggestions

The Chair thanked Councillor Hull, Roger Dunlop and Annette Hobart for attending

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QUARTER 1 PERFORMANCE STATISTICS - CRIME (Item C4)

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present, together with Keith Stanger, Service Manager Community Safety and Crime Reduction, and Catherine Briody, Head of Youth and Community Services

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

- The Safer Islington Partnership has led on 5 priority areas – Crimes involving young people, Hate Crime and ASB, Drugs and Adult Offending, VAWG, Domestic Abuse, and Exploitation and Extremism
- Overall crime reduction of 5%, while crime across London rose 4% in the same period. There has been a small increase in violent crime of 0.4%

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- Significant reduction of over 60% in theft snatch offences, as a result of the co-ordinated partnership response. Continued reductions in serious youth violence, youth violence, gun crime, knife crime, and knife crime victims under 25
- 27% reduction in robbery offences in the past year, following a peak in 2017/18. The Police have robbery cars available, allowing for faster identification of perpetrators
- Domestic violence offences continue to rise by 7%, in line with a London wide increase, and positive outcomes for victims remains a challenging area
- There has been a small increase of 6% in racist hate crime, but there have been reductions in all other forms of hate crime
- Action Plan from the scrutiny on school exclusions is being overseen by a Task and Finish Group, to address the connection between exclusions, offending and exploitation
- Despite a reduction in violent crime types, the challenges remain with serious incidents in Islington, and continued fatalities across London. There is increased 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. There has been a further reduction in first time entrants, and improved custody and reoffending rates amongst YOS people
- Work has been taking place re: violence against women and young people, and there has been a recent improvement in the DA crime sanction and detections rate, but work to hold more perpetrators to account remains a priority for the VAWG Strategy Board
- Anti-social behaviour and hate crime – Islington Community MARAC 2018/19 review is now complete, achieving excellent results on supporting 46 high risk vulnerable victims of crime. Now considered one of 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, 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 – 13-20 October
- Over 80 confirmed Safe Haven locations, with many more venues that are interested in becoming safe havens
- 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, amongst others
- Adult Offending and Drugs - Camden and Islington Drugs Strategy 2018/21 aims to deliver response to rising drug issues. Co-ordinating a range of activities to tackle crime and ASB in the Finsbury Park tri-borough hotspot, mainly linked to drug dealing and use. Islington's integrated Offender Management scheme supported 119 service users with 49 prolific offenders, successfully exiting the scheme, due to reducing the risk of reoffending and taking up education, training and employment opportunities. MOPAC have recognised Islington's approach as one of the best in London. Community Rehabilitation Company contract ending in March 2020, with migration into the National Probation Service
- Community Safety – Exploitation and Extremism – 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. A Council web page is under development, extended training roll-out to front line staff, etc.
- 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, and 180 caretakers have been upskilled in Far Right awareness. It was noted that far right stickers/leaflets have appeared across the borough. Planning is underway for 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 will be taking place

- Public Protection – Trading Standards – Letting agent fees are now banned, and they now have to be a member of a client money protection scheme. Test purchasing is continuing, usually leading to licence reviews, where sale of alcohol occurs, or prosecution, where it is a knife
- Public Protection – Environmental Health - the total number of food businesses as of May 2019 is 2,339, with 88% of all types currently broadly compliant, an increase on last year from 84%. Programmed inspections resulting in 62 hygiene improvement notices have been served on 36 businesses and there have been 4 voluntary closures of businesses
- Members stated that the next PI report should contain detailed information in relation to Domestic Violence and Hate Crime
- Reference was made to the improved situation with regard to Pentonville Prison and relationships with the new Governor
- A Member expressed the view that the quoted small 6% in racist hate crime was not a small increase in her view
- It was noted that safeguarding work is taking place and a lot of work is taking place with community groups to capacity build
- Reference was made to the recent prosecutions of County Lines gangs in Islington, and that discussions were needed with the Police on sharing of information
- Work is taking place on DV to raise awareness
- It was stated that details of the Youth Safety would be circulated when available
- Discussion took place as to the Archway/New Orleans gangs and that Councillor Hull should provide further information on this to Councillors Chapman, Poyser and appropriate ward Councillors
- A Member also referred to the problems with delivery drivers committing traffic offences, urinating in the street in the Nags Head area, and these issues needed to be addressed. It was stated that an updated report would be submitted to the next meeting of the Committee
- Discussion also took place as to the street population in the Finsbury Park area and that the minutes of the Finsbury Park workshop should be circulated to the Committee
- A Member referred to the problems caused by the Deliveroo, etc. drivers in relation to road noise and lack of toilets for use. She added that this issues is prevalent across London and should be raised with London Councils

RESOLVED:

- (a) That the presentation be noted
- (b) That minutes of the Finsbury Park Workshop be circulated to Members of the Committee
- (c) That the issue referred to above in relation to Deliveroo etc. be referred to London Councils for discussion
- (d) That a report be submitted to a future meeting relation to the issue raised above, in relation to delivery drivers in the Nags Head area
- (e) That the next report to the Committee on Crime statistics include more details on Hate Crime transgender crimes, and Domestic Violence
- (f) That information be provided to Councillors Chapman, Poyser and relevant Ward Councillors on the Archway/New Orleans gang

(g) That details of the location of Safe Havens and Youth Safety bulletin be circulated to Members

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

150 **FINANCIAL MONITORING (Item C5)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present for discussion of this item

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

- It was noted that there is a forecast General Fund overspend of £0.504m, without taking into account the corporate contingency budget of £5.080m
- The Housing Revenue Account is forecast to break even over the year
- It is forecast that £119.206m of capital expenditure will be delivered in 2019/20, against the 2019/20 capital budget of £144.205m
- The agreed 2019/20 budget included savings totalling £13.775 for the 2019/20 financial year. Of these £9.559m are currently on course for delivery, £0.375m have an 'Amber' risk, and £2.5m Red savings are considered high risk, and £1.341m Black savings are now considered delayed/undeliverable, in the current financial year. Replacement savings for the undeliverable savings are being sought, and these will form part of the 2020/21 budget report
- Members expressed the view that future reports to the Committee should indicate the details of the Red and Black savings, detailing reasons why these had not been met and compensatory measures being put in place
- Reference was made to the deficit in E&R and whether this is a structural deficit that need rectifying in the base budget. Councillor Hull stated that this was being looked at and that he would assess the position before any changes are made to the structural budget
- It was also stated that the reasons for the high level of staff suffering stress in the E&R Department needed to be investigated
- A Member enquired whether there were any plans to electrify the vehicle fleet and it was stated that about 50% of the fleet was now electrified, however there were difficulties at present with replacing refuse vehicles as the technology was not available for these currently to be replaced reliably
- Discussion took place as to progress on capital spend on the HRA and that more detailed information on this would be provided in future report

RESOLVED:

- (a) That the report be noted
- (b) That future reports to the Committee include details of the Red and Black savings, as referred to above, indicating the reasons why savings are not being delivered, and remedial measures being put in place to address these
- (c) That in a future report on sickness to the Committee the figures for E&R include
 - (1) a breakdown of sickness figures for both management and manual staff, details of the levels of stress amongst staff and why this is so high
 - (2) details of sickness procedures that are in place in the department
 - (3) details of whether the overspend in E&R is a structural overspend and whether an amendment is proposed for the budget to rectify this

The Chair thanked Councillor Hull for attending

151 **WORK PROGRAMME 2019/20 (Item C6)**

RESOLVED:

That the report be noted

152 MONITORING REPORT (Item)

RESOLVED:

That the report be noted

153 IT STRATEGY - PRESENTATION (Item J1)

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present for this item, and was accompanied by Jon Cummings, Interim CIDO

During the presentation, copy interleaved, the following main issues were raised –

- Members were informed of the proposed roll out of software and systems
- Changes and strategy to improve the future – continuous update – a growing proportion of software, including windows, is now on continuous update, which means that incremental changes are provided more frequently, as opposed to ‘big bang’ versions
- Move to cloud/software as a service – Council are deliberately moving to Cloud where software is provided as a service, and updates undertaken by the vendor, at scale, in a manner that is generally invisible to the Council
- Enterprise and Application Planning – Under the new IDS structure is the Enterprise Planning Group. This group is tasked with documenting and agreeing to a 3 and a 5 year plan for enterprise technology, and an associated investment plan. Adhering to this plan is key in reducing/managing technology debt, avoiding nasty surprises, and ensuring the cyber security of the organisation is maintained at an acceptable level. Where compromises are required, decisions can be taken informed by fact, and in a culture of active risk management

RESOLVED:

- (a) That the presentation be noted
- (b) That a sub - committee of Policy and Performance be established with a view to ensuring the Digital Strategy progress is to the timescales envisaged, and is ‘rolled out’ effectively across the Council. It was noted that Councillors Champion, Poyser, O’Sullivan and Gantly indicated that they were willing to be Members of the sub-committee
- (c) That additional Members, to those indicated above, wishing to serve on this sub-committee notify their names to Democratic Services

The Chair thanked Councillor Hull and Jon Cummings for attending

The meeting ended at 10.20 p.m.

CHAIR

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Report of: Corporate Director - Resources

| Meeting of | Date | Ward(s) |
|---|------------------|---------|
| Policy and Performance Scrutiny Committee | 14 November 2019 | All |

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| Delete as appropriate | | Non-exempt |
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SUBJECT: ESTABLISHMENT OF POLICY AND PERFORMANCE (TRANSFORMATION PROJECTS) SUB COMMITTEE

1. Synopsis

- 1.1 The Committee is asked, to note the Sub Committee's terms of reference, membership and their meeting and working arrangements. Set out at Appendix A.
- 1.2 The Sub Committee is being established to monitor, examine and challenge transformation projects, as determined by the Policy and Performance Scrutiny Committee

2. Recommendations

- 2.1. To note dates of meetings of the Policy and Performance Scrutiny Committee for the remainder of the municipal year and appoint Members to serve on the Sub Committee for the remainder of the municipal year, or until their successors in office are appointed
- 2.2. The Policy and Performance Scrutiny Committee is established under the terms of the constitution of the London Borough of Islington.
- 2.3. The proposed membership of the Policy and Performance (Transformation Projects) Sub Committee is attached below. The quorum is 3 councillors.
- 2.4. The following dates have been agreed for the remainder of this municipal year:

17 December 2019 – at the rising of the Policy and Performance Scrutiny Review Committee
January 2020 - To be confirmed
2 March 2020
27 April 2020

Membership of the Sub - Committee 2019/20

Councillors:

Rowena Champion - Chair
Troy Gallagher – Vice Chair
Santiago Bell – Bradford
Osh Gantly
Mick O’Sullivan
Dave Poyser
Clare Jeapes
One vacancy

Substitute Councillors:

2.5. Financial implications

The Director of Finance and Resources confirms that costs associated with the Review Committees have been budgeted for in the 2019/20 budget.

2.6. Legal Implications

The Council appoints Scrutiny Committees to discharge functions conferred by section 21 of the Local Government Act 2000.

2.7. Equalities Implications

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.

2.8. Environmental Implications

Papers are circulated electronically where possible and consideration given to how many copies of the agenda might be required on a meeting by meeting basis with a view to minimising numbers. Any agendas not used at the meeting are recycled. These are the only environmental implications arising from this report.

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DRAFT TERMS OF REFERENCE

**POLICY AND PERFORMANCE
SCRUTINY (TRANSFORMATION PROJECTS) SUB-COMMITTEE**

Purpose:

The sub-committee may be convened to monitor and propose improvements to an ongoing transformation project. The project to be considered at any one time will be agreed by the Policy and Performance Scrutiny Committee.

It is anticipated that the committee will examine:

- a) Delivery against business case and programme plan
- b) User experience, fit with business need
- c) Impact on service delivery / residents
- d) Improved value for money and/or the delivery of associated savings

The sub-committee will receive regular updates from the project lead officer, including progress reports, user feedback, impact on service delivery / residents, projected completion and realisation of benefits.

The committee will not produce a formal written review with recommendations for adoption, but will comment on and contribute to the development of ongoing projects.

Composition

The sub-committee will meet quarterly, and be chaired by the Chair of Policy and Performance Scrutiny Committee and be comprised of 7 other Policy and Performance Scrutiny Committee members.

Quorum

Quorum shall be three members.

Terms of Reference

To consider an on-going transformation project, as agreed by Policy and Performance Scrutiny Committee, and to make any proposals appropriate during the course of the project.

To report back to Policy and Performance Scrutiny Committee on the progress of the project and the sub-committees work.

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ISLINGTON

Crime & Safety Annual Scrutiny

***November 2018 to
October 2019***

Overall Crime Performance Summary

October 2018 to September 2019 vs previous year

| Crime Type | Number of Offences 2017/18 (between 1 Oct 2017 - 30 Sep 2018 (LBI)) | Number of Offences 2018/19 (between 1 Oct 2018 - 30 Sep 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 | 29,241 | 29,573 | 332 | 14 | 1.1% | 8.3% |
| Crime Type | | | | | | |
| Violence Against the Person | 6,507 | 6,369 | -138 | 20 | -2.1% | 4.9% |
| Sexual Offences | 616 | 665 | 49 | 14 | 8.0% | -3.1% |
| Robbery Offences | 1,727 | 1,494 | -233 | 7 | -13.5% | 13.8% |
| Burglary Offences | 2,639 | 2,688 | 49 | 17 | 1.9% | 2.6% |
| MV Offences | 2,818 | 3,049 | 231 | 25 | 8.2% | 13.3% |
| Theft Offences | 9,759 | 10,207 | 448 | 5 | 4.6% | 13.3% |
| Criminal Damage Offences | 1,613 | 1,558 | -55 | 22 | -3.4% | -2.9% |
| Drugs Offences | 1,370 | 1,200 | -170 | 17 | -12.4% | 24.1% |
| Possession of Weapons Offences | 255 | 247 | -8 | 13 | -3.1% | -5.2% |
| Public Order Offences | 1,618 | 1,787 | 169 | 11 | 10.4% | 5.7% |
| Other Offences | 319 | 309 | -10 | 15 | -3.1% | -5.1% |

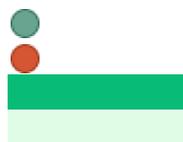
Key

Better than previous year.....

Worse than previous year.....

MPS Rank = Poor.....

MPS Rank = Positive.....



Youth & Hate Crime Performance

October 2018 to September 2019 vs previous year

| Crime Type | Number of Offences 2017/18 (between 1 Oct 2017 - 30 Sep 2018 (LBI)) | Number of Offences 2018/19 (between 1 Oct 2018 - 30 Sep 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 Offences | | | | | | |
| Moped Enabled Crime | 1,995 | 728 | -1,267 | 1 | -63.5% | -61.3% |
| Serious Youth Violence | 219 | 231 | 12 | 20 | 5.5% | 3.7% |
| Youth Violence | 524 | 483 | -41 | 22 | -7.8% | 2.8% |
| Gun Crime Offs | 65 | 50 | -15 | 18 | -23.1% | -15.5% |
| Knife Crime Offs | 610 | 547 | -63 | 11 | -10.3% | 1.4% |
| Knife Crime Injury Victims Not DA 1-24 | 68 | 50 | -18 | 18 | -26.5% | -15.8% |
| Hate Crime | | | | | | |
| Anti-Semitic Offs | 23 | 14 | -9 | 8 | -39.1% | 15.8% |
| Disability Hate Crime Offs | 28 | 23 | -5 | 3 | -17.9% | 9.4% |
| Faith Hate Crime Offs | 75 | 52 | -23 | 17 | -30.7% | 1.9% |
| Homophobic Hate Crime Offs | 108 | 112 | 4 | 9 | 3.7% | 17.9% |
| Islamophobic Offs | 43 | 29 | -14 | 20 | -32.6% | -8.0% |
| Racist Hate Crime Offs | 510 | 568 | 58 | 12 | 11.4% | 11.4% |
| Transgender Hate Offs | 19 | 12 | -7 | 7 | -36.8% | 30.0% |
| Domestic Abuse | | | | | | |
| Domestic Abuse Hate Crime Offs | 2,575 | 2,525 | -50 | 21 | -1.9% | 5.6% |
| Domestic Abuse Hate Crime Detections | 401 | 416 | 15 | 19 | 3.7% | -22.4% |

Key

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



Crime Performance Summary

October 2018 to September 2019 vs previous year

1. The Safer Islington Partnership currently oversees five key theme areas in crime & safety: Crimes Involving Young People, Hate Crime & ASB, Violence Against Women & Girls, Drugs & Adult Offending and Exploitation & Extremism
2. Overall crime in Islington has shown a slight increase of 1.1% after two years of decline, while London has seen crime rises of over 8%
3. Violence against the person, including youth violence and knife crime remains a priority for the partnership. We have seen a 2.1% reduction in violence against the person, whilst London has seen a 4.9% increase. For volume, Islington rank 20th out of 32 boroughs. The IGT, YOS and TYS continue to successfully work with young people involved in gangs. Overall youth violence has seen a 7.8% reduction, whilst we have seen an increase in serious youth violence in the past 12 months.
4. The final knife crime task and finish group meeting took place in September 2019. There have been many positive outcomes. Islington has recorded a 10.3% reduction in knife crime in the past 12 months, whilst London recorded a 1.4% increase.
5. Racial and Homophobic hate crimes have seen increases while all other forms of hate crime have reduced. The partnership focus is on encouraging reporting of hate crime in line with the Police Plan for London. Sanction detection rates remain a challenge in this area.
6. Whilst the proportion of Domestic Abuse sanction detections remains low, Islington has seen this increase from 15.6% to 16.5% in the past 12 months.

Policing Islington

Successes, Changes and Challenges

Objectives for the Borough Command Unit are as follows:

- To prevent crime
- To achieve justice for victims
- Identify vulnerability, manage risk, safeguard the victim
- To increase confidence
- To increase satisfaction

Key Headlines:

- From the beginning of November, Islington will have 2 neighbourhood inspectors (north and south)
- Op Gilt is running in partnership to focus on key families who are complicit in crime
- Op Perch – tri-borough operation for Finsbury Park, coordinating the efforts of the police from the three boroughs and BTP
- There are zero DWO vacancies on the wards – 66 PCs police the 16 wards. In addition, 12 SSOs, 1 primary school officer and the YET running cadets and boxing club. In total 83 NPT officers work in Islington
- Problem Solving Team (0/1/6) launched at start of the month and a large amount of drugs recovered already in first month
- I call performance - despite resource challenges, attendance is 93% of emergency graded calls within 15 minutes
- Stop & Search - 7353, with 1777 positive outcomes (of which 1011 arrested) over the last 12 months
- A new intelligence team has been imbedded to support the Central North BCU focusing on supporting the BCU priorities of violence and safeguarding by identifying risk issues, emerging trends and consideration of the causation of longer term problems. Working alongside intelligence professionals from LBI

Violence Against Women & Girls

Progress over the last year

1. The Keel Multi-Agency prototype team launched in January and has worked with 60+ families. Evaluation indicates strengthened partnership working to improve service response and experience of children/families
2. IRIS trained 111 NHS staff on VAWG and supported 200 victims of DVA
3. Solace supported 672 service users 70% felt safer and reduced risks
4. Samira BAMER DVA project provided 1:1 interventions to 243 DV victims
5. Islington Says No More to DA Ambassador training started in September 19 with 100+ practitioners, VCS and local businesses participating
6. FGM Practitioners tool launched November 2018 – 112 trained
7. New health IDVA in Whittington Hospital ED and adult mental health
8. Islington signed up to Women's Night Safety Charter encouraging local businesses to do more to help make Islington safer at night for women
9. New Young Person Independent Domestic and Sexual Violence Advisor post in the North London Rape Crisis Service
10. VAWG multi-agency training programme 12 dates in 2019-20
11. 22 housing staff signed up to be Make a Stand to Domestic Violence response leads

VAWG Challenges & Future Work

Planning for the next 12 months

Challenges

- DA Homicides in England Wales at highest levels for 5 years
- Ensuring Islington has sufficient and sustainable service and resource to support DVA victim/survivors and their children in Islington
- Sustaining good practice and learning from the Keel project
- DA Sanctions and Detection rate has improved but still lower than where we want this to be

Future Work

- Sustaining and building on VAWG service provision in Islington including work with perpetrators and increasing IDVA provision
- Islington Says No More - DVA Ambassadors scheme and training graduation on the 22nd November
- VAWG board Away Day in September agreed a number of priorities to focus on for the remaining 18 months of the VAWG strategy
- Keel project evaluation by the University of Bedfordshire is in progress
- IDVA and Police joint home visits to start in October
- Exploring the 'Safe and Together' approach and if to implement in Islington
- Proposal to MOPAC Violence Reduction Unit includes request for a 'KIDVA' (an IDVA to work with children and young people)

Crimes Involving Young People

Progress over the last year

1. Continued reductions in reported crimes involving knife crime injuries and theft snatch
2. Further reductions in first time entrants. Less young people requiring a triage indicates that partnership prevention approach is working
3. Youth custody rates have reduced
4. Fewer proven offences by young people down from 520 in 2017-18 to under 400 in 2018-19 (provisional figures) (nearly 800 in 2015-16)
5. Nearly 50% less fixed term/permanent school exclusions in September 2019 compared to September 2018
6. Supporting Families Against Youth Crime project:
7. Transition to secondary school support, summer activities, 5 community led projects funded
8. Parent House and Ben Kinsella Trust Parent Champion project
9. Bespoke trauma informed practice training for 60 local practitioners in Caledonian Rd and Finsbury Park this autumn
10. Youth Safety Bulletin launched in September 2019
11. Disproportionality project- training for staff and workshops with parents has commenced for relevant Islington and Haringey staff
12. IGT research report launch – November 2019

Crime Involving Young People

Planning for the next 12 months

Challenges

1. Despite recent reduction in violent crime types the challenges remain with the recent serious incidents in Islington and continued high numbers of fatalities across London
2. Complexity of the issues that young people are presenting with continues to be an issue
3. Frontline staff to respond to the secondary trauma they experience as practitioners as a result of working with children and young people at risk of Serious youth violence
4. Current reoffending data from YJB is higher than London average due to complex needs of the cohort

Future work

1. Islington is receiving 2 years MOPAC **Violence Reduction Unit funding** an opportunity to extend Transition Project and Trauma Informed training, as well as funding knife bins and community strengthening conference
2. **Knife Harm prevention video** being produced by YOS and the Love and Loss group to use as part of YOS interventions
3. The work to review the Working Together for a Safer Islington prevention plan has commenced - new **youth safety strategy** to be launched in July 2020
4. **Bingfield park re-development young people's project group** is continuing to create a garden
5. YOS selected for thematic inspection. Main YOS inspection is due

Hate Crime & Anti-Social Behaviour

Progress over the last year

1. Successful delivery of a multitude of events during National Hate Crime Awareness Week. The focus was on young people with the highlight event at the Emirates Stadium attended by 120 Islington school children
2. Increase in the use of Community Protection warnings and notices to ensure that problematic locations are addressed quickly and effectively
3. The Community MARAC continues to excel at dealing with complex cases involving high risk victims of crime - two recent long-standing hate crime cases have been successfully resolved
4. Multiagency working has resulted in a significant decrease in crime & ASB in the north of Islington through a range of engagement, diversion and enforcement tactics
5. Significant improvements in our approach to tackling homelessness and street population issues, particularly in Stroud Green Road

Hate Crime & ASB Challenges & Future Work

Planning for the next 12 months

1. Address ASB generated by moped delivery drivers
2. Re-launch the early intervention ASB warning notices issued by police and Parkguard officers
3. Continue to promote the online hate crime training and other initiatives to encourage reporting
4. Work with the police to increase the sanction detection rates across all forms of hate crime and actively promote successes to encourage others to report
5. Further develop the offer of engagement and support for rough sleepers to address rising numbers

Drugs & Adult Offending

Progress over the last year

1. Significant reductions in complaints to LBI and police relating to drug dealing and use in Blackstock Triangle. Communications delivered to circa 16,000 properties in Finsbury Park outlining what the council and partners are doing to tackle the problem.
2. A wide range of interventions put in place to provide reassurance to the community with increased use of enforcement powers
3. Finsbury Park Operational Group providing co-ordinated responses to crime and ASB across Islington, Haringey and Hackney in conjunction with three borough police areas and British Transport Police. Successful joint operation undertaken on 28th September with more planned
4. Launch of Op Gilt targeting people complicit in serious and organised crime through the use of “Achilles heel” tactics

Drugs & Adult Offending Challenges & Future Work

Planning for the next 12 months

1. New Communications Strategy developed to be delivered as part of work around drug-related crime in the Finsbury Park area #finsburyparktogether
2. Strengthening the FP Operational Board with new partners and developing the range of tactics and offers being utilised
3. Support research initiative being undertaken into the links between drugs and violence, and adopt the findings into current working processes
4. Work closely with the local probation services (NPS & CRC) as they plan for the merger in April 2021

Exploitation & Extremism

Progress over the last year

Prevent

- Training for partners has reached over 300 practitioners to date and it being linked with Hate Crime to show how important it is to tackle this at an early stage
- Upskilling of key partners (including Arsenal security staff & stewards and housing caretakers) in the awareness of the Far Right, signs to look out for and how to report
- Most Islington schools and educational establishments are now meeting their Prevent legislative obligations set out by Ofsted

Modern Day Slavery

- Creation of a multi-agency Modern Day Slavery Board overseeing a programme of local action
- National Referral Pathway training delivered to the MDS board
- Council Web page completed and now live
- Over 300 people across the borough now trained in MDS awareness
- Awareness raising event in the Town Hall main hub on National Slavery Day (18th October)

Exploitation & Extremism Future Work

Planning for the next 12 months

Prevent

- Exploring options to deliver the legal requirements post March 2020, should funding not be confirmed
- A national review of Prevent is currently underway
- Continue to increase the knowledge of and how to report all forms of possible extremism, including far right activities, for both front line staff and members of the public

Modern Day Slavery

- Analysis underway of cases and issues seen in Islington to improve understanding of the local picture
- Agreeing how the MDS charter will be implemented across the range of contracts awarded
- Ensure that as many frontline staff members as possible are trained
- Commissioning of licences for online training
- Delivering the pilot scheme to have greater control of NRM process locally (if accepted)

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Resources Directorate

7 Newington Barrow Way, London N7 7EP

Report of: Corporate Director of Resources

| Meeting of: | Date: | Ward(s): |
|---|--------------------------------|-----------------|
| Policy and Performance Scrutiny Committee | 14 th November 2019 | N/A |

| | | |
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SUBJECT: WORKFORCE STRATEGY 2019/2022 - UPDATE ON IMPLEMENTATION

1. Synopsis

- 1.1 The Workforce Strategy 2019/2022 was approved on 21 May 2019 and launched at the Epic Awards on 15 July 2019. This update is for the three-month period from 15 July to 15 October 2019, in which time there has been progress in all four themes of the action plan and an implementation plan, with an outline business case in development.
- 1.2 The purpose of this report is to update on:
 - Progress in implementing the strategy.
 - Priorities for the next phase of implementation.
 - The proposed next steps and the financial resources required to progress further in implementing the strategy.

2. Recommendations

- 2.1
 - To note progress and the priorities set out in section 3.3 below.
 - To note funding of a total spend of £1.7M for the entire 3 years, of which £487K will be drawn down from the Transformation Fund to buy in and develop subject matter expertise and to finance activities to be delivered in the first year of the strategy including the priorities identified in section 3.3 below

3. Background

3.1 The Workforce Strategy 2019/22 sets out how the Council will make Islington a great place to work. As part of our vision we want to ensure that employees feel valued, inspired and empowered to achieve our goals and to provide the best services possible to our residents.

The Council has adopted a shared vision of what we are here for and how we are going to work together to achieve the best we can for Islington. In practice, this means empowering people to grow, learn from one another and to develop their skills. People need to have the confidence to work to the highest possible standards, whilst working continuously to improve performance.

People are the Council's greatest asset. People who work for and with the Council need to be talented, committed and passionate about serving the borough's residents. We need people working for and with the Council who can work flexibly to achieve great outcomes and are adaptable to the changing world around us.

The Council is undergoing an enormous period of change with increasing demands on services creating a number of pressures. We recognise as part of achieving our core values the importance of acting in a way which is:

- **Collaborative** by behaving as one organisation with joined up services.
- **Empowering** by finding creative solutions and recognising a good job.
- **Efficient** by using resources wisely to the highest possible standard.

Implementing the strategy will require both commitment and investment from the organisation and its senior leadership.

This includes investment in sourcing and developing subject matter expertise in new areas and in meeting the costs associated with the delivery of elements of the strategy.

Equally important is the visible and practical commitment from senior leadership, specifically the Corporate Directors and Senior Leadership Team.

3.2 Progress/achievements

The summary below outlines progress made in the delivery of all four strands of the strategy. The achievements to date are the first steps in delivering the strategy and in many areas further action will be required.

Visionary, values driven leadership:

Our aspiration is to develop inclusive leaders across the organisation who model the council's values, working collaboratively in setting and communicating the vision and direction, inspiring shared purpose, developing a culture of inclusion, learning and wellbeing, engaging and developing employees to aspire to and achieve high levels of performance to deliver results for residents.

| Status | Progress/Achievements | What's next |
|--------|-----------------------|-------------|
|--------|-----------------------|-------------|

| | | |
|----------|---|---|
| On track | Improved connection between staff forums and corporate equalities sponsor. The Corporate Director - People regularly meets forum chairs to ensure the voice of the chairs is heard at a strategic level. Expected outcome – increased engagement and employee satisfaction, particularly among BAME, Disabled Staff and Carers as the forums see the impact of this connection. | Communications to staff forums and to all staff (ongoing) |
| On track | Brought forward timescales for SLT to mentor BAME staff to support career progression. Research conducted into successful programmes with this focus emphasises the benefit of incorporating reverse mentoring in mentoring relationships. Including this will bring the additional benefit of increased awareness of potential unconscious bias as mentors develop understanding of the challenges and lived experience of the staff they are mentoring. | Complete research (practical and literary) and recommend approach. Implementation timescales will be dependent on level of training and system to support matching. |

Attracting and retaining the best talent:

Our aspiration is to attract, engage and retain the best talent from the widest pool.

| Status | Progress/Achievements | What's next |
|----------|--|--|
| On track | Achieved the Good Work Standard, becoming one of 34 organisations including EY, KPMG, Lloyds Bank, PwC and only 4 other councils accredited at the launch of the Mayor of London's Good Work Standard - a benchmark for high employment standards covering fair pay and conditions, wellbeing, skills and progression, and diversity. This contributes positively to our reputation and attractiveness as an employer. | Promote as part of employee value proposition, integrated into the employee brand. Prepare for potential introduction of Achievement and Excellence levels. |
| On track | Neonatal policy developed in preparation for signing up to Employers with Heart. This demonstrates leadership and contributes positively to our reputation and will increase our appeal as a family friendly employer | Promote as part of employee value proposition to potential and current employees. |
| On track | HR Staff trained in job evaluation, enhancing the value of HR insight in organisational change and resulting in cost savings. | Evaluate efficiency and effectiveness of new arrangements. |
| On track | Work experience arrangements piloted to lay the foundations for the council's contribution to the '100 hours' scheme. Guidance based on learning from the pilot is in development. Linking this to routes into apprenticeships will enable residents to gain practical insight into functions and roles within Islington Council and is expected to increase the quality of applications and retention in apprenticeship roles. | Develop and upload guidance (November 2019) Develop policy, including identifying suitable roles and priority participants. |

| | | |
|----------|---|--|
| On track | DBS online in People Services from 1 October 2019 with new starters and renewals on eBulk. To be rolled out to all services by 2020. This will reduce the time from offer to appointment, saving time, reducing the risk of candidates withdrawing and reducing agency staff costs. | Rolling out to Housing 1 November and E&R 1 December followed by Resources, Public Health and Chief Execs in 2020. |
| On track | Employer Brand in development. This will enhance our attractiveness as a modern employer to people who share the organisations values; improve the cohesiveness of communications with staff; and embed the council's values and approach within the workforce. | Stakeholder consultation, finalisation and launch. |
| Complete | Signed up to Unison's End Violence at Work Charter demonstrating Islington Council is serious about protecting staff. | |

Empowering people to perform:

Our aspiration is for our workforce to be highly skilled, well managed, efficient and flexible, with employees feeling motivated and empowered to perform at their best, delivering great service and positive outcomes.

| Status | Progress/Achievements | What's next |
|----------|--|--|
| On track | Discarded an obsolete appraisal system and engaged with senior and line managers in the development of materials to support a new approach of quality conversations focussed on performance, wellbeing and development. Expected outcomes, (medium to long-term) improved performance, reduced sickness absence, increased number of staff sharing that they have a disability or long-term condition. | <p>Evaluation of uptake and effectiveness October / November 2019.</p> <p>Relaunch clarifying requirements.</p> <p>Develop training / resources to support managers including in new areas including career conversations.</p> <p>Exploration of systems to monitor uptake, link to performance measures and support approach.</p> <p>Longer term – integrate competencies to support performance and development/career planning.</p> |
| Complete | Request to recruit process streamlined and digitalised for instant approval, increasing the speed of recruitment. | |

| | | |
|----------|---|---|
| On track | Online project management training available to all to improve project management capability. This aims to address a skills gap identified in the Peer review. | Evaluation of uptake and effectiveness of the training. |
| On track | Programme of Office 365 Training and drop ins to increase efficiency and collaboration through utilising technology effectively. | Further roll out of training and drop ins |
| On track | Replaced Workplace Resolution policy with Grievance policy to launch October/November 2019 – Anticipated outcome, reduction in timescales for grievances to be heard/addressed. | Communicating new policy. Evaluation of effectiveness – survey HR metrics |
| On track | Managing attendance policy overhauled to be easier to understand and apply. To launch October/November 2019. Anticipated outcome, decreased levels of sickness absence in conjunction with other activities. | Evaluation of use of the new policy (uptake and feedback from managers/hearing officers) and assessment of effectiveness in reducing absence levels |
| On track | Admin Review underway. This is expected to promote efficiency and provide opportunities for career progression through the development of a career pathway for administrative staff | Research continuing, expected to be complete by December 2019 |
| On track | Recruitment and Selection policy being reviewed/ updated to ensure managers can utilise modern methods and fair practices that will enable the selection of the best candidates from the widest pool, particularly disabled candidates. | Consultation and launch new policy December 2019 |
| On track | Managing Discipline policy being reviewed/ updated | Consultation and launch new policy January/ February 2020 |

Valuing/supporting and collaborating with each other:

Our aspiration is to make Islington a place where individual contribution, potential and difference is valued and where we support each other and our teams, giving staff an effective voice, saying thanks for a job well done and collaborating both within the organisation and with our partners to deliver the best outcomes for local people.

| Status | Progress/Achievements | What's next |
|----------|---|---|
| On track | 'This is me' communications campaign and events to create awareness of disability and celebrate the positive impact of staff with disabilities / different abilities. Aims to promote an inclusive culture, to encourage disabled staff to share their disability | Co-creating further campaigns annually with the Staff Forums, starting with the BAME. |
| Complete | New guidance published to support staff with long-term health conditions / impairments to promote awareness of support available to staff and encourage staff to utilise support for their own wellbeing and to perform at work | |

| | | |
|----------|---|---|
| On track | Mental health awareness and mental health first aid training promoted to increase uptake, and develop a culture where employees feel comfortable talking about health and wellbeing including stress, mental health. | Continue to promote. Evaluate impact. |
| On track | Staff Promise in development by the Staff Forums to encourage all staff to value, respect and support their colleagues and encourage staff to feel able to bring their 'whole self' to work which will benefit the organisation through increased motivation and performance | Forum chairs to agree final draft for consultation and adoption. Build into employee brand and our values. |
| On track | Menopause policy developed by Women's Forum and HR to support the development of an environment where employees feel comfortable talking to their line managers about the effects of menopause and agreeing adjustments that will support the wellbeing and performance of affected employees | Launch in November |

3.3 Priorities

To move forward with the next phase in implementing the strategy, focus on the following areas is required, some of which will require investment and/or re-allocation of resources to take forward

In brief, the priority areas identified are:

- **Strategic workforce planning** – anticipating business need, maximising use of the apprenticeship levy and promoting diversity
- **Modern, streamlined, enabling HR policies and processes**
- **Developing a high performing workforce** – the first stage of which is to develop leadership and management competencies, grounded in the values of the organisation, that will underpin attraction and development strategies

The table below indicates priority actions including the timescale and related themes

Themes:

- **T1. Visionary, values driven leadership**
- **T2. Attracting and retaining the best talent**
- **T3. Empowering people to perform**
- **T4. Valuing/supporting and collaborating with each other**

PRIORITY AREA 1: Strategic workforce planning (HR working with services)

The council and the environment it works in is changing. We need to effectively interpret workforce data, understand the impact of the external environment, anticipate future workforce challenges and envision the type of organisation we'll need to become.

To effectively succession plan the next 20 years, we need to start now, making sure we're bringing in and developing talent in the right places so that we can grow and develop the highly skilled and diverse leaders and workforce of the future.

| PRIORITY AREA 1: Strategic workforce planning (HR working with services) | Current Position & Progress | First/next steps |
|---|--|--|
| <p>Strategic workforce planning at corporate and directorate level to determine future workforce needs; develop plans to identify pinch points and priorities over the next few years to address shortages, surpluses or mismatches, informed by understanding the organisation and its environment, and the characteristics, skills and potential of our workforce. (T2, Year 1)</p> <p>Work with managers on a retention strategy, linked to workforce planning (T2, Year 1)</p> <p>Develop an agile and flexible workforce that is able to meet the demands of a modern work environment (T3, Year 3)</p> <p>Establishing a coherent strategic approach to workforce planning is essential to understand future workforce needs and enable the creation of a route map to meet them so that we will have 'the right people with the right skills, in the right roles, at the right time and at the right cost'. This priority connects closely with apprenticeship and equality objectives and particular consideration will be given in this activity to promoting diversity; and to utilising apprenticeship qualifications and levy funding.</p> | <p>Currently HR Business Partners support operational workforce planning.</p> <p>Secured place on LGA Apprenticeship Accelerator Programme (AAP) – LGA will work with one service analysing workforce and vacancy data and mapping career pathways</p> | <p>Implement and learn from Apprenticeship Accelerator Programme.</p> <p>Training to develop Workforce Planning knowledge and insight in HR OD and Analytics & Insight Teams</p> <p>Development of strategic workforce planning toolkit</p> <p>Responsibility for HR Systems to transfer to Digital Services to free capacity in HR Analytics & Insight Team</p> |
| <p>Attraction - Analyse application and selection data to identify any gaps or potential unfairness in recruitment (T2, Year 1)</p> <p>This analysis is important to identify potential bias in recruitment and selection activity and to enable appropriate action to be taken to attract a diverse range of applicants (internal and external) including local residents and people with characteristics that are under- represented within areas / levels of our current workforce</p> | <p>Detailed reporting is now available from Trac (the recruitment system), providing information that will feed into the development of workforce planning</p> | <p>Analysis: Short-term Public Health expertise to be sought while capacity developed in HR (Analytics & Insight)</p> |

PRIORITY AREA 2: Modern, streamlined, enabling HR policies and processes

The financial climate and demand for services makes it ever more important that the council and its staff deliver high quality, efficient services with the resident front of mind. For employees a 'job for life' has been replaced by a more agile, dynamic career path. In

an organisation that is changing all the time, this priority area involves measures to improve performance and address underperformance where need be, and to lay the foundations for staff to grow their careers and deliver their best, whatever their role.

| PRIORITY AREA 2: Modern, streamlined, enabling HR policies and processes | Current Position & Progress | First/next step |
|--|--|--|
| <p>Improve management information (T3, Year 1)</p> <p>To manage performance consistently and effectively, managers need ready access to information, procedures and systems that support performance management.</p> | <p>In progress – transferring systems from HR into IDS will allow development of capacity for improved management information in departments</p> | <p>Include Apprenticeship targets /data in regular reporting</p> |
| <p>Put inclusivity at the heart of a new approach to appraisal focussing on quality conversations to support a balance between enhancing performance, developing values based behaviour, enhancing wellbeing and promoting learning providing for regular dialogue between managers and staff that will create a safe space for discussions about health, wellbeing, disability, career development (T4, Year 1)</p> | <p>Quality conversations approach and supporting materials introduced</p> | <p>Evaluate and develop approach.</p> <p>Assess systems to support the approach.</p> |
| <p>Redesign the council’s most used HR policies and procedures beginning with Managing Attendance and Workplace Resolution, only retaining policies that add value and refreshing these to ensure they are succinct and straightforward, reduce bureaucracy and provide a means to an end in supporting managers to take a preventative and early intervention approach to effectively manage performance, embedding equalities, and health and wellbeing throughout (T2 and T3, Year 1)</p> <p>Clear, straightforward policies that promote best practice are a fundamental tool to enable managers to manage and ensure staff are supported and treated fairly.</p> | <p>On track: Attendance and Grievance policies revised, menopause guidance developed</p> <p>Review of recruitment policy commenced</p> | <p>Next to be updated - Organisational Change and Disciplinary policies.</p> |
| <p>Use communication channels including new intranet effectively to make HR policies easy to use and understand. (T3, Year 1) Digitise as much as possible and have an improved online portal (T3, Year 1)</p> <p>Easy access to HR policies is essential to empower managers to manage effectively and will release capacity in HR to deliver a more strategic service</p> | <p>New policies with management guidance are being developed including e-book style materials</p> | <p>Launch new Intranet</p> |

PRIORITY AREA 3: Developing a high performing workforce

Defining the expectations of our leaders and managers, holding them to account and supporting them to meet those expectations will make a key contribution to repositioning the culture of the organisation in line with the council's values and the high standards required from staff. The development of leadership and management competencies will underpin this.

| PRIORITY AREA 3: Developing a high performing workforce | Current Position & Progress | First/next step |
|--|---|---|
| <p>Develop a leadership framework setting out a coherent set of leadership competencies for existing leaders to embed the values personally and within the workforce and to provide aspiring leaders with a clear set of competencies to develop to be able to move into more senior roles (T1, Year 1)</p> <p>The leadership competency framework will clarify standards and expectations of leaders in Islington Council. It will be incorporated into recruitment to attract and select capable leaders aligned with the council's values and will underpin leadership and future leader talent development programmes</p> | <p>Research in progress</p> | <p>L&OD to consult and develop in Q4 2019</p> |
| <p>Develop a values based management competencies framework, consistent with the council's values, setting out the standards and behaviours required of all Islington Managers (T3, Year 1)</p> <p>The management competency framework will clarify standards and expectations of managers in Islington Council It will be incorporated into recruitment to attract and select capable managers and will form the basis of training and development programmes for managers</p> | <p>Research in progress</p> | <p>As above</p> |
| <p>Mandatory training for all managers in priority areas including managing performance and attendance (T3, Year 1)</p> <p>Currently training for managers tends to be recommended rather than mandatory. To ensure managers are clear about their responsibilities on key policies training may be mandated on some of the revised policies.</p> | <p>Training in these subjects available</p> | <p>Review mandatory training – current and proposed.</p> |
| <p>Have managers who are able to appropriately support employees with health issues in line with best practice (T3, Year 3)</p> <p>Although a year 3 deliverable, it will take some time for managers to develop a high level of confidence and competence in this area, which is important in</p> | <p>Training including mental health awareness available. Guidance to support staff with long-term</p> | <p>Review learning need in development of management development programme. Able Futures.</p> |

| | | |
|---|--|---|
| managing employees fairly and minimising sickness absence and underperformance. | health conditions published | |
| Digital Literacy: Establish a 'Digital Education Group' to proactively coach and improve staff's digital abilities and adoption of 0365 applications (T3, Year 1) A digitally empowered workforce with the tools and digital skills they need to do their jobs is essential to maximise efficiency and collaborative working opportunities. | Programme of Office 365 Training and drop ins | Continuation of training programme |
| Provide information and learning opportunities to support the move to localities to enable staff to develop a deeper understanding of place and the existing resources of the places they work to work more effectively for residents (T4, Year 1) Identify the development needs and provide development support for Locality working (T3, Year 1) Development activities will support the transition from co-location to integration. | A programme of networking and knowledge sharing activities is established and ongoing. Groundwork group newsletter launched. | Development of structured OD activities informed by good practice and success in other organisations. |

3.4 **Current position**

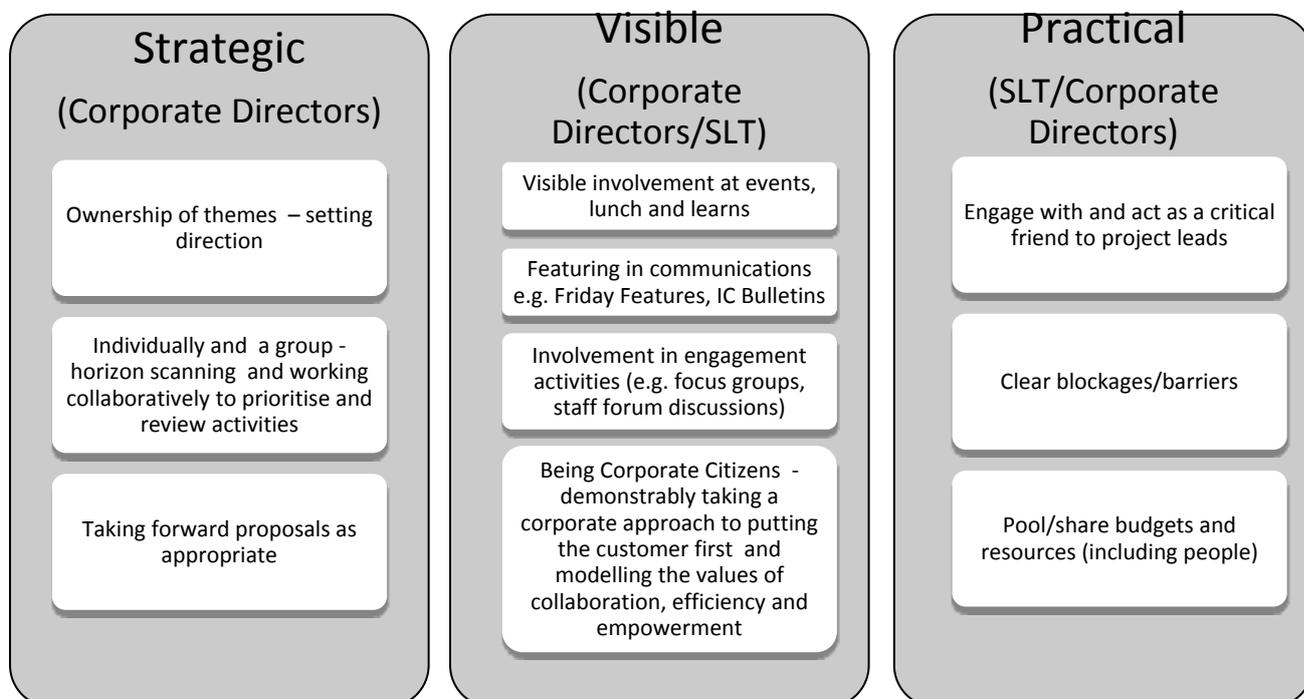
Teams involved in the delivery of the strategy are mobilising data and conducting soft market testing to inform an evidence based approach. An outline business case is being developed.

3.5 **Senior leadership actions required**

Successful implementation will be dependent on the Corporate Directors and Senior Leadership Team's support.

The specific input/support sought from Corporate Directors and the Senior Leadership Team is:

- Strategic overview - holistic understanding of how this strategy and it's four strands fit with other strategic activities / the big picture corporately
- Visible leadership - demonstrating organisational commitment to achieving the ambitions set out in the strategy and the values that underpin it
- Practical support - Using expertise or influence to drive delivery



3.6 Service delivery implications

To start new activities it will be necessary to stop some of the activities currently undertaken e.g. moving knowledge transfer elements of facilitated training online as online courses or resources (e.g. recruitment training)

3.7 Activities requiring financial resources

The table below outlines the estimated costs for the 3 years of the programme.

| | Year 1 | Year 2 | Year 3 | Total |
|------------------------|------------------|------------------|------------------|--------------------|
| Attraction | £ 66,745 | £ 87,745 | £ 65,245 | £ 219,735 |
| Development* | £ 133,500 | £ 86,500 | £ 107,500 | £ 327,500 |
| Resourcing | £ 161,367 | £ 310,280 | £ 223,197 | £ 694,844 |
| HR Upskilling | £ 32,073 | £ 11,765 | £ - | £ 43,838 |
| IDS Training & Rollout | £ 93,250 | £ 161,000 | £ 161,000 | £ 415,250 |
| Total | £ 486,935 | £ 657,290 | £ 556,942 | £ 1,701,167 |

*The costs above do not include the costs of leadership and management development activity.

Listed below is the breakdown of activities for each line item

Systems, training and development

- Learning management and performance management system(s)
- Coaching - internal pool expansion/commissioning external coaches
- Mentoring – training and system to support
- Leadership and management development programmes
- Digital skills development
- Equality training
- Assessment and development centres
- 360 feedback for leaders and managers

Attraction, inclusion and engagement

- Develop Employer brand
- Develop use of social media
- Targeted advertising to increase diversity
- Introducing supported internships e.g. Change 100
- Disability Confidence progression – expert support to move from confident to leader
- Employee engagement survey to measure impact/effectiveness of strategy

Resources

For the strategy to succeed a project team will need to be assembled with a hybrid of existing staff being developed for new roles (who will need their existing business as usual role backfilled) and/or interim subject matter experts to drive each work package (with interims expected to support development of future internal capacity).

HR Upskilling – specialist/technical development training courses to develop internal capacity in the following areas:

- Organisational design
- Workforce planning
- Talent management and succession planning
- Digital learning
- Data analysis and insight

4. Compliance Implications

4.1 Financial implications:

The estimated costs to deliver the workforce strategy over the next 3 years is £1.7m as set out in the table below.

| | 2020/21 | 2021/22 | 2022/23 | Total | Opportunity Cost | New cost |
|------------------------|------------|------------|------------|--------------|------------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Attraction | 67 | 88 | 65 | 220 | 20 | 200 |
| Development | 134 | 87 | 108 | 328 | - | 328 |
| Resourcing | 161 | 310 | 223 | 695 | - | 695 |
| HR Upskilling | 32 | 12 | - | 44 | - | 44 |
| IDS Training & Rollout | 93 | 161 | 161 | 415 | 415 | - |
| Total | 487 | 657 | 557 | 1,701 | 435 | 1,266 |
| Opportunity Cost | 93 | 181 | 161 | 435 | | |
| New cost | 394 | 476 | 396 | 1,266 | | |

Of the £1.7m, £0.435m relates to opportunity costs to deliver the workforce strategy which mainly comprises of existing staff resources in Islington Digital Services and a budget for a staff survey in Human Resources. This cost does not require additional financing but exemplifies the existing council resources dedicated to this project that could otherwise be utilised elsewhere. The remaining £1.266m represents additional new costs that will require financing over the 3 year period to the profile in the bottom row of the table above. It is proposed that this additional new cost is financed from a drawdown from the Transformation reserve, however this has yet to be factored into the assumed allocations from this reserve.

4.2 Legal Implications:

4.3 The Workforce Strategy seeks to integrate the important principles of diversity and inclusion. This complies with the Council's public sector equality duty under section 149 of the Equality Act 2010 ("the EA"), and is legally permissible under section 158 of the EA when supported by evidence of underrepresentation by groups with particular protected characteristics and/or where such groups have particular needs or requirements within the workplace.

Section 158 of the EA permits the Council to take 'positive action' if it reasonably thinks that (a) persons who share a protected characteristic suffer a disadvantage connected to the characteristic, (b) persons who share a protected characteristic have needs that are different from the needs of persons who do not share it, or (c) participation in an activity by persons who share a protected characteristic is disproportionately low, and the Council's measures are a proportionate means of achieving the aim of (a) enabling or encouraging people who share a protected characteristic to overcome a disadvantage connected to the characteristic; (b) meeting those needs; or (c) enabling or encouraging people who share a protected characteristic to participate in an activity in which their participation is disproportionately low. The test of 'proportionality' is satisfied if the positive impact of the measures for the groups who benefit from those measures outweighs the negative impact for the groups who do not benefit, and that there are no other means reasonably available to remedy the disadvantage.

The Workforce Strategy contains a number of measures that constitute 'positive action': e.g. active encouragement to take up mentoring and coaching opportunities to assist with career progression. These measures will be lawful if and insofar as the Council reasonably believes that the groups that the measures are being directed at have different 'needs' from those who do not benefit; or where the data available to the Council shows that there is underrepresentation within the Council's workforce of a particular group who share a protected characteristic (whether that be on the basis of race, sex, disability, age, sexual orientation, or belief), or that there is underrepresentation at any particular level of the Council's hierarchy.

Before taking steps to implement any element of the Workforce Strategy, therefore, it will be necessary for the Council to look carefully at what the particular measure is intended to achieve and what the evidence is to justify its use.

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

4.4 The Workforce Strategy aims to increase staff engagement with the council's objectives and increased active engagement will help to council to deliver its aims, including achieving a zero carbon Islington by 2030.

Resident Impact Assessment:

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

An initial assessment was undertaken and a full Resident Impact Assessment was not considered necessary.

5. Reason for recommendations

5.1 Our Employer vision

We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents. To do that we need to have a shared vision of what we are here for and how we are going to work together to achieve the best we can for Islington. We want to give our colleagues the opportunity to develop their skills and confidence to do their work to the highest standards and, in so doing, we will continually work to improve our performance.

We recognise and value that our people are our greatest asset – talented, committed and passionate about serving our residents. We want to empower our staff to be the best they possibly can and will create an environment that supports this aim by broadening our skills, supporting staff to work flexibly to achieve great outcomes and being adaptable and responsive to the changing world around us.

We know our residents rightly have high expectations of us and to help our staff to meet those expectations we want to give a firm commitment to support and develop our staff to help them to thrive; to celebrate and value each other’s differences and treat each other with respect; and make sure that everyone who makes up our vibrant and diverse workforce is able to reach their potential.

We want to build on that firm foundation to become an organisation where every one of the 4,500 people who work here see themselves as part of one collaborative team, engaged with our corporate aims and empowered to give their best every day. Where our leaders are confident and inspiring and our staff are supported and developed by skilled managers. And where people have the tools and technology they need to do their jobs to the best of their ability, efficiently and well.

5.2 Critical Success Factors

The table illustrates our critical success factors

| Categories | Benefits |
|---------------------|--|
| Cost reduction | <ul style="list-style-type: none"> By streamlining our processes making best use of digital systems we will target to reduce costs. Example – self-service & online DBS checks rather than manual labour intensive process & procedures. |
| Productivity Gain | <ul style="list-style-type: none"> Having a skilled workforce will enable LBI to have met all the targets that we are measured against By analysing our employee data including engagement levels – looking for positive changes in the areas we’re most determined to improve to promote fairness and high performance. |
| Quality Improvement | <ul style="list-style-type: none"> We will ‘see and feel’ the difference in levels of service. We’ll know because our residents & staff will tell us that as an organisation we’re getting things right. (Staff and resident satisfaction surveys, staff events and through our communications channels) |
| Compliance | <ul style="list-style-type: none"> Having a skilled workforce will enable LBI to have met all the targets that we are measured against |

Appendices

- High Level Timeline

Final report clearance:

Signed by:



Corporate
Director of
Resources

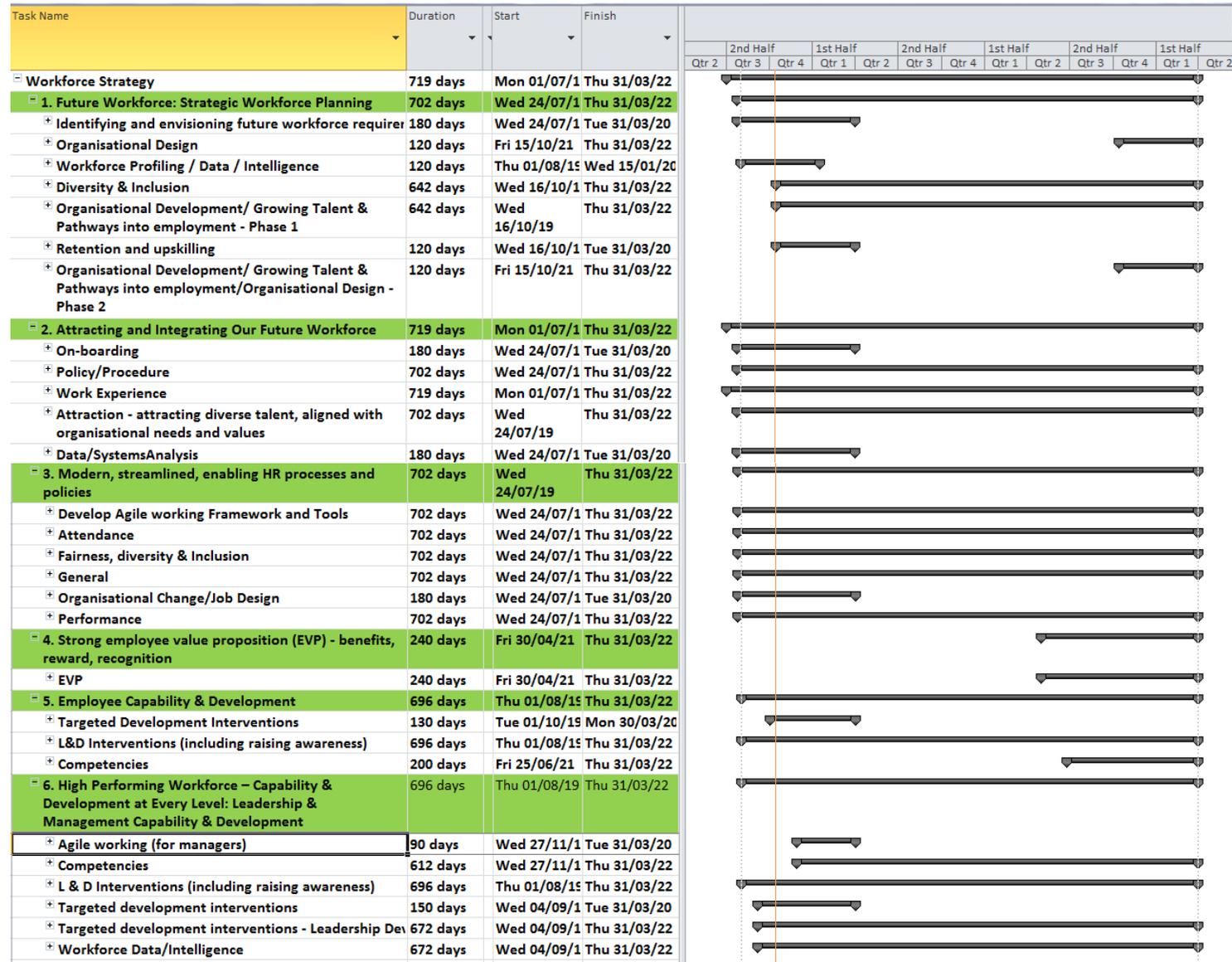
Date 5 November 2019

Report Author: Alan Grant
Tel: 020 527 5677
Email: Alan.Grant@islington.gov.uk

Financial Implications Author: Steve Abbott
Tel: 0207 527 2369
Email: Steve.Abbott@islington.gov.uk

Legal Implications Author: Sonal Mistry
Tel: 020 7527 3833
Email: sonal.mistry@islington.gov.uk

Appendix 1 – High level Timeline



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 | 14 November 2019 | G1 | All |

| | | |
|------------------------------|--------|------------|
| Delete as appropriate | Exempt | Non-exempt |
|------------------------------|--------|------------|

**SUBJECT: MONITORING OF RECOMMENDATIONS OF REVIEW COMMITTEES
TIMETABLE FOR TOPICS, POLICY AND PERFORMANCE
COMMITTEE'S WORK PROGRAMME, KEY DECISIONS**

1. Synopsis

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

2. Recommendation

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

3. Background

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

PTO

4. Implications

4.1 Environmental Implications

None specific at this stage

4.2 Legal Implications

Not applicable

4.3 Financial Implications

None specific at this stage

4.4 Equality Impact Assessment

None specific at this stage

Final Report Clearance

Signed by

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

OUTSTANDING SCRUTINY REVIEWS – UPDATED 12 Sept 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 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 | Oct – Dec 2019 | TBC | | Damian Dempsey & Stuart Fuller |
| GP Surgeries | Health and Care Scrutiny Committee | JB 18 June 2019 Exec 11 July 2019 | July – Oct 2019 | JB 10 Dec 2019 Exec 16 Jan 2020 | | Julie Billett |
| Volunteers and Resident engagement with Parks and Open Spaces | Environment and Regeneration | JB 16 Jul 2019 Exec 19 Sept 2019 | Sept – Nov 2019 | JB 14 Jan 2020 Exec 6 Feb 2020 | | Barry Emmerson |
| Permanent and fixed period exclusion from school | Children's Services | JB 21 May 2019 Exec 20 Jun 2019 | Jul – Sept 2019 | JB 29 Oct 2019 Exec 28 Nov 2019 | | Candy Holder |
| Universal Credit | Policy and Performance | JB 16 Jul 2019 Exec 19 Sept 2019 | Sept – Nov 2019 | TBC | | N/A |

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FORWARD PLAN OF KEY DECISIONS

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ISLINGTON

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 16 JANUARY 2020 AND BEYOND

Page 55

**Linzi Roberts-Egan
Chief Executive
Islington Council
Town Hall
Upper Street
London N1 2UD**

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

Published on 4 November 2019

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 16 JANUARY 2020 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 Council gas and electricity supply 2020-2024 | All | Corporate Director Environment and Regeneration | 11 October 2019 NEW DATE TBA PLEASE | 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. | Contract award for Islington Council's insurance claims handling service | All | Director of Finance and Property (Section 151 Officer) | 14 October 2019 NEW DATE TBA PLEASE | 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 |
| 3. | Future Islington Youth Offer | 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) | 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. | 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 |

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. | 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 |
| 6. Page 58 | Procurement strategy for electrical testing, servicing and associated remedial works | All Wards | 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 |
| 7. | 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 |

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

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

FORWARD PLAN OF KEY DECISIONS

| | Subject/Decision | Ward (s) | Decision taker | Date(s) of decision | Background papers | Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting? | Corporate Director/Head of Service Executive Member (including e-mail address) |
|-----|--|---------------------------------|----------------|---------------------|-------------------|---|--|
| 8. | 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 |
| 9. | 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 |
| 10. | 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 |

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

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FORWARD PLAN OF KEY DECISIONS

| | Subject/Decision | Ward (s) | Decision taker | Date(s) of decision | Background papers | Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting? | Corporate Director/Head of Service Executive Member (including e-mail address) |
|----------------|--|-----------|---|---------------------|-------------------|---|--|
| 11. | 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 |
| 12. Page 60 | Extension of CCTV hardware supply, installation and maintenance contract arrangements | All Wards | Corporate Director Environment and Regeneration | 18 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. | Changes to the Council's Local Implementation Plan (LIP) Delivery Plan, Cycle Improvement Programme, and Bus Priority Programme for 2017/18 to 2021/22 | All | Corporate Director Environment and Regeneration | 25 October 2019 | None | Open | Keith Townsend Keith.Townsend@islington.gov.uk |

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|-----|--|-----------|-------------------------------|---------------------|-------------------|---|---|
| 14. | Contract award for the demolition of Telfer House, EC1V 3QX and the construction of 38 new homes | 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 |
| 15. | 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 |
| 16. | 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 |

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|-----|---|-------------|---|---------------------|-------------------|---|--|
| 17. | Contract award for communal heating at Hathersage Court | Mildmay | Corporate Director of Housing | 15 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 |
| 18. | Clerkenwell Fire Station | Clerkenwell | Executive | 28 November 2019 | None | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information) | Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk |
| 19. | Library Service - public IT service arrangements | All | Interim Corporate Director of Resources | 19 November 2019 | None | Open | Nicki Beardmore Nicki.beardmore@islington.gov.uk |

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|-----|--|-----------|-------------------------------|---------------------|-------------------|---|---|
| 20. | 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 |
| 21. | Contract award for the supply and installation of scaffolding for housing repairs | 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 |
| 22. | Contract award for the testing and maintenance of fire protection, fire detection and 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 |

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|----------------|--|-----------|----------------|---------------------|-------------------|---|--|
| 23. | Discretionary rate relief | All | Executive | 28 November 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 |
| 24. Page 64 | Procurement strategy for supported housing and 'housing first' support services for adults with multiple needs | All | 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 |
| 25. | 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 |

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|-----|--|---------------|------------------------------|---------------------|-------------------|---|--|
| 26. | Contract award for one to one support, day opportunities and activities framework for people with disabilities | All | Corporate Director of People | 10 December 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 |
| 27. | Islington lorry control scheme | All Wards | 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 |
| 28. | Designation of an area for additional licensing of houses in multiple occupation and selective licensing (Finsbury Park) | Finsbury Park | Executive | 16 January 2020 | None | Open | Keith Townsend Keith.Townsend@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk |

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|-----|--|----------|----------------|---------------------|-------------------|---|---|
| 29. | 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 |
| 30. | Islington's Transport Strategy: Adoption | All | Executive | 16 January 2020 | None | Open | Karen Sullivan Karen.Sullivan@islington.gov.uk Councillor Claudia Webbe, Executive Member for Environment & Transport claudia.webbe@islington.gov.uk |
| 31. | 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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|-----|---|------------|-------------------------------|--|-------------------|---|---|
| 32. | ERP System procurement | n/a | 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) | Nicki Beardmore Nicki.beardmore@islington.gov.uk Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety andy.hull@islington.gov.uk |
| 33. | 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 <u>CDH TO PLEASE CONFIRM THAT THIS DATE AND THAT for no 34 BELOW ARE CORRECT</u> | 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 |
| 34. | Appropriation of land on Windsor Street for planning purposes | St Peter's | Executive | 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 Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk |

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|-----|--|-----------|-------------------------------|---------------------|-------------------|---|--|
| 35. | Strategic Investment Pot Bid | All | Executive | 6 February 2020 | 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 Asima Shaikh, Executive Member for Inclusive Economy and Jobs asima.shaikh@islington.gov.uk |
| 36. | 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 |
| 37. | Early Help Review: Proposed changes and outcome of consultation | All Wards | Executive | 6 February 2020 | 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 |

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| 38. | School admission arrangements 2021-22 | All Wards | Executive | 6 February 2020 | 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 |
| 39. | 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 | 27 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 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 | 8 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 |
| 43. | 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 |

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| 44. | 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 | 17 June 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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Membership of the Executive 2019/2020:

Councillors:

Richard Watts
Janet Burgess MBE
Kaya Comer-Schwartz
Andy Hull
Una O'Halloran
Asima Shaikh
Diarmaid Ward
Claudia Webbe

Portfolio

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

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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/Scrutiny
7. Quarter 1 – Well run Council/Crime Statistics
8. 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

6. Establishment of PPS Transformation Projects Sub – Committee

7. Performance information update

17 DECEMBER 2019

1 Call ins – if any

2. Monitoring report

3. Work Programme 2019/20

5. Report of Procurement Board

6. Financial Monitoring

7. Thames Water update

FOLLOWED BY MEETING OF POLICY AND PERFORMANCE TRANSFORMATION PROJECTS SUB COMMITTEE

Transformation Strategy – IT

16 JANUARY 2020

MEETING OF PPS (TRANSFORMATION) SUB COMMITTEE

23 JANUARY 2020

1. Financial Monitoring

2.Call ins- if any

3. Monitoring report

4. Work Programme 2019/20

5.Performance update – Quarters 2 Well run Council/Crime Statistics

6. Performance – Future presentation of information to Committee

7.Scrutiny Protocol

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
7. Council sickness

5 MARCH 2020

POLICY AND PERFORMANCE TRANSFORMATION PROJECTS SUB COMMITTEE
Transformation Strategy IT

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

27 APRIL 2020

POLICY AND PERFORMANCE TRANSFORMATION PROJECTS SUB COMMITTEE
Transformation Strategy IT

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

REMAINDER OF WORK PROGRAMME 2020/21

**SCHEDULE IN MEETINGS OF POLICY AND PERFORMANCE TRANSFORMATION PROJECTS SUB
COMMITTEE IF REQUIRED**

JULY 2020

Quarter 4 – Well run Council/Crime Statistics

SEPTEMBER 2020

12 MONTH PROGRESS REPORT ON UNIVERSAL CREDIT SCRUTINY REVIEW