

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

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

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Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in Council Chamber, Town Hall, Upper Street, N1 2UD on **2 November 2023 at 7.30 pm.**

Enquiries to : Jonathan Moore  
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Despatched : 25 October 2023

Membership

**Councillors:**

|                                      |                            |
|--------------------------------------|----------------------------|
| Councillor Flora Williamson (Chair)  | Councillor Hannah McHugh   |
| Councillor Paul Convery (Vice-Chair) | Councillor Bashir Ibrahim  |
| Councillor Jilani Chowdhury          | Councillor Saiqa Pandor    |
| Councillor Jason Jackson             | Councillor Angelo Weekes   |
| Councillor Tricia Clarke             | Councillor Heather Staff   |
| Councillor Sheila Chapman            | Councillor Benali Hamdache |

**Substitutes:**

|                           |                             |
|---------------------------|-----------------------------|
| Councillor Nick Wayne     | Councillor Troy Gallagher   |
| Councillor Dave Poyser    | Councillor Caroline Russell |
| Councillor Praful Nargund |                             |

**Quorum is 4 Councillors**

| <b>A. Formal Matters</b>             | <b>Page</b> |
|--------------------------------------|-------------|
| 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 | 1 - 8 |
| 5. Chair's Report                  |       |

6. Public Questions

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

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

**C. Discussion Items**

|    |  |         |
|----|--|---------|
| 1. | Voluntary and Community Sector Annual Report<br>- Executive Member for Homes and Communities | 9 - 26  |
| 2. | Corporate Performance Q1 2023-24   | 27 - 50 |
| 3. | Scrutiny Review of Complex Anti-Social Behaviour: Evidence                                   | 51 - 62 |
| 4. | Monitoring Item  | 63 - 88 |

- Council Forward Plan
- Scrutiny Review Tracker
- Responses from previous meetings
- Verbal Updates from Committee Chairs
- Work Programme

**D. 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.

**E. 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.

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

## G. 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.

The next meeting of the Policy and Performance Scrutiny Committee will be on  
11 December 2023

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London Borough of Islington

## **Policy and Performance Scrutiny Committee - 21 September 2023**

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at Council Chamber, Town Hall, Upper Street, N1 2UD on 21 September 2023 at 7.30 pm.

**Present: Councillors:** Williamson (Chair), Chowdhury, Jackson, Clarke, McHugh, Ibrahim, Pandor, Weekes, Staff and Hamdache

**Also Present: Councillors:** Comer-Schwartz, Ward, Woolf.

### **Councillor Flora Williamson in the Chair**

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

Apologies for absence were received from Councillors Chapman and Convery.

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

None.

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

None.

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

**RESOLVED:**

That the minutes of the previous meeting held on 24 July 2023 be agreed as a correct record and the Chair be authorised to sign them.

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

The Chair welcomed everyone to the meeting and highlighted the proposed review of the council's scrutiny function, set out elsewhere on the agenda.

**134 PUBLIC QUESTIONS (Item A6)**

None.

**135 LEADER OF THE COUNCIL - ANNUAL PRESENTATION (Item D1)**

Councillor Kaya Comer-Schwartz, Leader of the Council, addressed the Committee and focused on the council's agreed priorities in the new Corporate Plan, Islington Together 2030, and the challenges facing the Council.

The Leader highlighted the outcomes of the Lets Talk Islington engagement exercise; this survey of over 6,000 residents found that nearly half of respondents did not believe Islington

was a fair and equal place to live, the differences in income and opportunities were the biggest sources of inequality, and affordable housing and safety were the top priorities of residents. These findings had informed the Islington Together 2030 plan.

The Leader highlighted three issues that were the root cause of inequality; poverty and affordability, quality of life, and power and agency. The Corporate Plan sought to address these through its five priorities; child-friendly Islington, fairer together, a safe place to call home, community wealth building, and greener, healthier Islington.

The Leader commented on the financial challenges facing the council following continued government austerity and noted that recent findings from the Housing Ombudsman and Local Government and Social Care Ombudsman had indicated where the council needed to improve services for residents. In particular, the Leader highlighted the impact of damp and mould in council housing, and the work underway to clear the council's complaints backlog. Since the Local Government and Social Care Ombudsman's report found fault in the council's complaints management, the council had invested in transforming its communications with residents, and call waiting times had been cut by 66%.

The Leader commented on the importance of the council's Challenging Inequality programme and the need to embed this approach in all of the council's activities to address inequalities head-on. The Leader highlighted several examples of the council adopting best practice, including the council's pioneering approach to Community Wealth Building, its dedication to the natural environment and Net Zero Carbon, the council's focus on health inequalities through projects such as the Young Black Men and Mental Health Programme, and noted that Islington led the way nationally in the roll out of school streets and encouraging sustainable transport. The council was also prioritising services to support young people and keep them safe.

The following main points were noted in the discussion:

- Following a question on the role of Access Islington Hubs, it was confirmed that these Hubs offered advice for those experiencing financial hardship, provided by the council's Income Maximisation (IMAX) team.
- A member asked about the council's support for those with No Recourse to Public Funds (NRPF) and if the council was effectively communicating its offer in this area. In response, the Leader highlighted the importance of universal services, such as free school meals for primary school children, and noted that the size of the NRPF team had tripled over recent years. NRPF services were promoted through social workers and schools.
- A member welcomed the council's ambition but commented on the limited funding available to local authorities. It was queried what scope the council had to lobby central government for a fairer funding deal. In response, the Leader commented that the council had recently recruited a public affairs team to support the council in lobbying central government and others. It was important for councils to work together at a regional and national level to lobby for increased funding for priority issues.
- A member asked what the Leader's biggest concern was. The Leader responded that the budget was the most pressing issue at the moment; as after years of government austerity, the options for further cuts in services were limited, particularly while demand was increasing. It was essential to focus on early intervention, consider doing things differently, and to prioritise key services. The Leader would always prioritise residents and frontline services, and it was important to listen to residents to make sure the council was delivering services in an effective way that met their needs.

- Councillor Ward, Deputy Leader of the Council, contributed to the discussion, and noted the council's resident experience programme that sought to transform communication with residents. A new council telephone system would go live the following week which would make a significant difference in interactions with the council.
- A member asked how the council could best support struggling local businesses, how the council can encourage local businesses to employ Islington residents, and if it was possible to give local businesses training on how to take part in procurement exercises. In response, the Leader summarised the work of the Community Wealth Building department, including the distribution of grants to local businesses, and the importance of considering social value in procurement. The council also had a role in brokering contracts between local institutions and local businesses, supporting residents into employment, and helping to support employability through skills development.
- A member commented on the range of challenges faced by local authorities and asked if the Leader was confident that the council had the right team in place to address these. In response, the Leader commented on the recent senior officer recruitment and that she was excited to have new and diverse voices around the table. The Leader also commented on the difficulties faced by the sector; and that almost all local authorities were facing financial challenges. It was essential to act with financial prudence, consider different ways of working, and act responsibly by managing risks.
- A member asked about the need to take difficult decisions and the Leader's "red lines"; in response, the Leader spoke of the importance of safety and the need to protect vulnerable children and adults.
- A member queried the council's agreed budget savings and noted that £4.1m of savings were currently RAG rated Red and Amber; it was asked if the council had been too ambitious in its savings proposals, and if future savings were going to be more difficult to achieve as a result. In response, the Leader emphasised the importance of setting a balanced budget and it was crucial to manage the council's finances carefully. Councils that had issued Section 114 notices had faced government intervention, and decisions had been taken out of the hands of local councillors. The Council had a responsibility to make sure this never happened.
- Following a question, the Leader commented on the importance of robust emergency planning, particularly around major events.

The Committee thanked the Leader for her attendance.

136

**SCRUTINY REVIEW: MULTI-AGENCY RESPONSE TO COMPLEX ANTI-SOCIAL BEHAVIOUR - INTRODUCTORY PRESENTATION (Item D2)**

Councillor John Woolf, Executive Member for Community Safety, Besserat Atsebaha, Director of Community Safety, Security and Resilience, Daniel Lawson, Assistant Director – Civil Protection, and Rosalind Hick, ASB Programme Manager, presented to the Committee on the council's response to complex ASB.

The following main points were noted in the discussion:

- The Executive Member commented on the importance of getting the basics right in terms of case management and reporting mechanisms. It was important to remember that ASB was subjective and different activities may have different impacts on different residents. The council did not have the same powers to intervene as the police, but could tackle ASB effectively by having clear and consistent policies, procedures and practices. The Executive Member highlighted

Islington's commitment to early intervention, the need to take a contextual approach, and commented on the need for a zero-tolerance approach to anti-social behaviour.

- Officers highlighted that responding to ASB effectively was a high priority for residents and was identified as the second highest priority in the recent Lets Talk Islington resident engagement survey. This priority was reflected in member casework. Service demand had recently returned to pre-Covid levels and the majority of reports related to noise nuisance and neighbour issues.
- The majority of ASB reporting was now via the webform; this was a new trend, as previously the majority of reports were made by telephone. Reports peaked between 10.00pm and midnight when people were trying to sleep, and the summer was busier than the winter, as people gathered in parks and public spaces late into the evening.
- Officers summarised the ASB Programme that was seeking to transform the way that the council manages and responds to ASB. This work included introducing a new definition of ASB. It was essential to have a clear definition of ASB so residents and partners knew what the council would and would not respond to. It was also important that ASB was dealt with by the correct agency; where ASB involved criminal activity this should be referred to the Police; ASB on social housing estates should be directed to the relevant housing provider.
- The Committee noted the statutory Community Trigger process which allowed residents to call for a review of persistent ASB issues if they felt these were not being addressed sufficiently.
- A new ASB case management system was being introduced to assist with monitoring and managing ASB.
- The Committee considered a map of ASB "hotspots". A hotspot was classified as an area with six or more reports of ASB. These changed frequently, however some areas were persistently classified as hotspots, particularly town centres, transport hubs, and parks during summer.
- A new webform was being developed to support better reporting of ASB. The Committee asked for an update on when this would be available.
- A member commented on the decrease in telephone calls reporting ASB and queried if the system had been designed to discourage people from reporting by telephone. In response, officers advised that there had been a corresponding increase in online reporting, and it was thought that residents were choosing to report ASB through their preferred contact method. The service was exploring other options for reporting ASB, including WhatsApp and the use of an app that would allow photos and videos to be uploaded. It was important to have a range of reporting methods available to residents and the telephone system had recently been upgraded to make it easier to report over the phone.
- A member commented that ASB can be subjective and it was important that ASB interventions did not effectively criminalise young people, particularly groups of young Black and Asian men, simply for congregating in public spaces. It was asked how officers review reports of ASB and if the council had data on how many reports of ASB were rejected. In response, the Executive Member commented on the importance of defining ASB and being very clear on what the council would and would not respond to. It was important to consider equalities issues in all council services, and in particular the ASB team worked closely with the Targeted Youth Support team to ensure that issues were considered from a youth perspective.
- A member suggested that the design of some estates could be improved to make them feel more welcoming and this may reduce instances of ASB; it was thought that fencing and locked gates could make spaces feel hostile. In response, the Executive Member referenced the "broken window theory" that neglected spaces can attract ASB, and summarised how addressing low level issues like graffiti and littering could make communities feel safer.

- A member asked how the council worked in partnership with housing associations to tackle ASB on their estates. In response, it was advised that the council is able to lobby and influence housing providers when ASB was having a detrimental impact on residents, however it was important to be clear that the council did not have enforcement powers on estates managed by housing associations. Officers noted that they were working to develop strong positive working relationships with colleagues in local housing associations.
- It was confirmed that the ASB Team worked with colleagues in Adult Social Care around ASB issues that involved their service users. These situations tended to involve vulnerable people and had to be addressed carefully.
- A member noted longstanding ASB issues in their ward and queried if the council had sufficient resources to resolve ASB issues effectively. In response, the Executive Member commented on the investment made in the ASB Programme to transform the way the council manages ASB, however also noted the difficulties of resolving complex cases of ASB, particularly when the perpetrator had mental health issues or other vulnerabilities. It could also take time to resolve issues when a court order was required, due to the backlog in the justice system. In such cases it was important to continue to report issues, and report to the police when appropriate if ASB issues continued to escalate.
- The Committee noted partnership work with other council services and partners, including Parkguard, Arsenal in the Community, voluntary sector organisations and youth centres. An intensive partnership approach was appropriate following a major incident; partners had worked closely together to reassure the community following the double murder around the Elthorne Estate in late June.
- Following a question, it was advised that there was some overlap between ASB hotspots and deprivation and social inequalities certainly impacted on prevalence of ASB. However, hotspots were also focused around transport hubs, town centres, the Emirates Stadium, and other busy areas. As the Council did not have responsibility for responding to ASB issues on housing association estates, these did not display as hotspots on the map, even if there was a high level of ASB.
- It was thought that reporting of ASB was lower than the true figure and there may be hotspots that were not known to council services. Some residents were not comfortable in reporting issues to the council or police and further work was needed to reassure residents to provide confidence in reporting. It was suggested that developing new reporting routes might lead to new hotspots being identified.
- Hotspots were identified from both reports to the ASB team and reports to the Police. The service was working to incorporate Housing data and this would further develop the hotspot data and would assist with targeting future interventions.
- Following a question on thresholds for intervention, the Executive Member reiterated the importance of defining ASB. Occasionally the council would receive ASB reports around the noise of children playing or other minor issues which were not considered to meet the threshold. It was important to take a common-sense approach and to ensure that staff on estates, such as caretakers, had a clear understanding of ASB definitions so they could provide accurate advice to residents.
- A member expressed concern about the variety of responses to ASB from different housing providers, commenting that all residents deserved to have their cases dealt with fairly and consistently. In response, it was advised that the council worked to engage and influence housing providers, but the council did not have enforcement powers.
- A member commented on the importance of prevention, highlighting an example of a faulty light in a communal area. This had been reported several months ago but had not been fixed, and as the area was now dark at night, had turned into an ASB hotspot. It was commented that some vulnerable people did not trust authorities and

would never report issues to the police or council; it was suggested that further engagement with the voluntary sector may help with the reporting of such issues.

- Officers advised that they were investigating the feasibility of anonymous reporting.
- A member noted that building confidence in the council's ASB response was a priority for the service and queried how this increase in confidence would be measured. In response, it was suggested that an increase in reporting would be indicative of increased confidence, and the council would also seek feedback through community meetings and satisfaction surveys. These would be measured through KPIs.

The Committee thanked Councillor Woolf and officers for their attendance.

**137**

**BUDGET MONITOR - 01 2023-24 (Item D3)**

Councillor Ward, Executive Member for Finance, Planning and Performance, and Rachel Harrison, Deputy Director of Finance, introduced the report.

It was highlighted that there was an overspend of £12m in the general fund. A major factor was the availability of care beds and this was being monitored and challenged internally. The challenging financial position of local schools was also highlighted, with several expected to be in deficit in the next financial year. The Committee also noted slippage in the capital programme. The importance of robust financial management was emphasised, particularly following Birmingham City Council issuing a Section 114 notice.

The following main points were noted in the discussion:

- Members asked why the council employed so many agency staff. In response, it was advised that several agency staff had been recruited to address the complaints backlog that had been subject to a review by the Local Government and Social Care Ombudsman. This was a short-term measure. The number of agency staff employed by the council was below the London average. It was accepted that there would always be a need to recruit agency staff to cover vacancies in front line services, but this should be kept to a minimum.
- It was noted that further information on the unavailability of care beds was set out in the Exempt Appendix.
- Following a question on the budget implications of having a relatively low recycling rate, it was commented that the council could take radical decisions to improve the recycling rate, for example switching to alternate weekly bin collections, but there would be wider consequences to this policy decision.
- A member asked about the financial savings associated with greening measures, for example implementing LED lighting. In response, it was advised that a full response would be sought from the Environment department.
- A member asked about the overspend in Adult Social Care and what was being done to develop sustainable capacity in the service. In response, it was commented that Adult Social Care financing was a national issue, however a range of transformation measures were underway. There was a need for extra care beds and this needed to be addressed through the planning system. There would be 60 care units accommodated on the new Holloway Prison development.
- A member commented on the government's watering down of net zero commitments and commented on the difficulty of local authorities delivering environmental improvements without financial support from central government. The Executive Member commented that retrofitting social housing with energy saving measures would help to save residents' money on energy bills, provide higher quality homes, address persistent damp and mould issues, improve living standards, health and wellbeing, and boost the economy by providing new highly skilled jobs. However, it

would be challenging to deliver the changes needed while the government did not prioritise these measures.

- The Committee noted that £4.1m of the agreed £10.9m of savings were RAG rated with Amber or Red. It was advised that an amber rating identified some level of risk, and it would be for senior decision-makers to ensure those savings were delivered.

**RESOLVED:**

That the Quarter 1 Budget Monitoring Report be noted.

**138 BUDGET MONITOR - YEAR END 2022-23 (Item D4)**

Noted.

**139 COST OF LIVING CRISIS SCRUTINY REVIEW - FINAL REPORT (Item D5)**

**RESOLVED:**

That the final report of the Cost of Living Crisis Scrutiny Review be agreed and submitted to the Executive.

**140 PROPOSED REVIEW OF SCRUTINY (Item D6)**

The Chair introduced the report and advised that the Scrutiny Committee Chairs would review the council's scrutiny arrangements. Any final proposals would be submitted to Council for approval.

**RESOLVED:**

- a) That the draft project plan, including the review terms of reference and timeline, be approved as attached at Appendix 1 to the report.
- b) To establish an informal member project board, chaired by the Chair of Policy and Performance Scrutiny Committee.

**141 MONITORING ITEM (Item D7)**

**Council Forward Plan**

Noted.

**Scrutiny Review Tracker**

Noted.

**Responses from previous meetings**

Noted.

**Verbal Updates from Committee Chairs**

The Chair of the Environment and Regeneration Scrutiny Committee advised that a task and finish group was being held on the inclusive economy.

**Work Programme**

Noted.

**142 EXEMPT APPENDIX: BUDGET MONITOR Q1 2023-24 (Item J1)**

Noted.

The meeting ended at 21:55pm

**CHAIR**



# Annual Report of the Executive Member for Homes and Communities

Page 9

Cllr Una O'Halloran  
Policy & Performance Scrutiny Committee  
November 2023

Agenda Item D1

# Framing of work this year

- The Community Partnerships Team adopted a locality Working model from July 2022, driven by a desire to improve outcomes for the residents and communities of Islington. The fundamental principles are as follows:
  - This approach enables the multi-agency workforce to collaborate, share knowledge and work together, focusing on the localised needs within the communities they serve.
  - Locality Working is a journey evolving from good practice across the borough.
  - The three geographies of North, Central, and South are aligned with the Council's other locality-based services, such as Bright Starts and Bright Futures as Adult Social Care.
- Areas of Responsibility: Our work focuses on building strong, cohesive and resilient communities – supporting local organisations and residents to engage in their community and help each other. Specific areas of responsibility are:
  - Voluntary and community sector – including VCS Grants, Advice, Islington Community Chest
  - Community development and resident engagement
    - Ward Partnerships and Local Initiatives Funding
    - Equalities and community cohesion
- In order to make Islington fairer we have set out an overriding approach.... “Our overriding approach is to help people to build resilience through prevention and early intervention, but we know we can’t do this in isolation – and nor do we want to. Islington is a vibrant and cohesive community, with strong partnership working across the public sector and a valued and dynamic voluntary sector.
- Collectively Islington’s voluntary and community sector contributes to all Council priority objectives. As a Council we are committed to using our role to support an independent, vibrant and dynamic VCS and recognise that the sector has reach beyond our services and that can respond in ways that we cannot.

# Framing of work this year

- **CORE PRINCIPLES:** Guided by the principle of inclusivity, we aim to foster meaningful relationships with all stakeholders, this includes residents and community partners, health providers, and faith groups. We understand that each one contributes to our rich community fabric. Our approach is dynamic, rooted in learning, and accessible, ensuring responsiveness to evolving community needs. This aligns with the locality model (place-based approach), which harnesses the potential of local assets and resources.
- **COMMUNITY EMPOWERMENT:** We work to engage under-represented groups actively, addressing any participation barriers. This aligns with the principles of The Deal 2030, which is based on mutual respect and trust. Work with partners to shape a locality based funding opportunity for residents and local communities.
- **COMMUNITY SPACES:** A strategic review of all community assets including community centres, community rooms and other community spaces. This will include an assessment on the condition and use of these spaces.
- **INTELLIGENCE AND COMMUNICATION:** To ensure adequate data use, we will enhance our digital inclusion initiatives, equipping residents with the necessary digital skills and resources to access information and services and participate fully in community life. This aligns with The Deal 2030's focus on digital innovation.
- **DELIVERY AND IMPLEMENTATION:** Our delivery approach will focus on strengthening the voluntary and community sector, involving a grants program to fuel community-led projects. A robust approach to participatory budgeting will ensure that funding decisions reflect the diverse community's priorities. This is in line with the place-based approach, which sees economic, social, political and environmental rationales.

# Voluntary Sector: VCS Grants Programme 2024-2028

- The VCS Partnership Grants Programme provides core funding to voluntary and community organisations working with Islington residents who are often disadvantaged and facing hardship.
- The Council made a commitment to **protect ‘levels of Council grant-giving to the local voluntary and community sector’** during this current programme with the current budget per annum at approximately £2.696m.

Page 12

The programme has been designed around the **Council’s Corporate Plan 2018-22, Corporate Objectives and Values** which recognises the importance of collaboration and partnership. The programme aims to promote community resilience and early intervention and prevention.

- The council has committed to funding the VCS grants program in 2024/28.
- These grants provide a foundation for a strong working partnership with organisations who support the council to shape and enable a strong, independent VCS that delivers against our corporate priorities, and provides a basis for partnership working, dialogue and flexible responses to emerging need and changing context.

# Voluntary Sector: Independent Legal Advice

## So far.....

- Our advice funding ensures that residents can access **independent and impartial advice** on welfare benefits, debt, housing and immigration issues which help improve household income, tackle indebtedness, sustain tenancies and secure residency.
- £1.41m pa core grants for independent advice and support to Citizens Advice Islington, Islington Law Centre, Islington People's Rights, Help on Your Doorstep, Arachne Greek Cypriot Women's Group and the Islington BAMER Advice Alliance.
- The funded advice providers form the **Islington Strategic Advice Partnership**, working together and with other funders to support residents. In November 2022 the partnership delivered free training to the sector on Welfare Benefits, Housing Needs & Allocation and Debt. 70 participants benefited from this training
- Between 1 April 2022 and 30 September 2022, **11,196 unique residents were supported with advice**, e.g. around housing, benefits, debt, immigration and employment.
- In this period **4235 clients were supported around welfare benefits (including Universal Credit)** and **2162 clients were supported around debt, 1856 housing enquiries and 864 immigration cases.**

# Voluntary Sector: Small Grants Programmes

## Community Chest

- Islington Community Chest is a partnership between Cripplegate Foundation and Islington Council funding organisations in Islington with grants of up to £5,000 across 3 rounds per year.
- **£200k pa in small grants** is made available by the Council to community organisations delivering projects that improve quality of life for Islington residents and tackle inequality across the borough.
- From **April 2022-March 2023 56 organisations were funded totalling £235,255**. Funding was awarded to organisations delivering community-based projects in key thematic areas such as: advice and support, education, skills and employability, the local environment, community safety, improving health, reducing isolation and increasing community involvement.

Page  
14

## Local Initiatives Fund

- In 2022-23, local ward councillors have been allocated £14,000 Local Initiatives Fund per ward to provide small grants for a variety of activities that benefit residents living in their ward.
- 151 projects were awarded funding from Islington Council's Local Initiatives Fund totalling to £253,018 in this period. This has seen local ward benefits and community engagement events.

# Voluntary Sector: Small Grants Programmes

**Discretionary Rate Relief Programme (DRR) 2020-2023** - To date DRR has been awarded to 130 organisations occupying 170 hereditaments. The total in relief awarded is £1,126,627 with £337,988 being the cost to Islington Council in foregone income. The programme has now closed for applications as the agreed limit has been reached. A new policy and programme was launched on 1 February 2023 for the next round of DRR which commences from 1 April 2023 – 31 March 2026.

**Cost of Living Grants** – Our Cost of Living Grants were launched in late 2022 which complimented our Local Initiative Fund and provided extra support to community groups to support residents during the Winter months. This fund has enabled 5 organisations to receive funding totalling £5,433.37. This fund remains open for groups in the next financial year.

Page 15

**Queen's Jubilee Grants** In June 2022 we granted 61 applications funding to bring communities together to celebrate the Queen's Jubilee, the total funding which was distributed to community groups amounted to £33,045.

**Warm Spaces Initiative** – Our Warm Spaces initiative launched in October 2022 to support with the Cost of Living challenges, our key partner Octopus worked with 15 Community Centres to provide wrap around support for vulnerable residents in the Borough. A total of 355 residents accessed the centres on a weekly basis and were given access to the communal offer which included *Community Kitchens*: free give-aways of eat in or take-away cooked meals; *Community Food Hubs*: providing a combination of co-op and 'food bank' models; *Social and Welfare*: providing wide-ranging prevention and early intervention activities, along with signposting, community organising, and community outreach. We also reached to our community settings to see where residents could gain access to Warm Spaces and a total of 42 community spaces were identified for our vulnerable residents.

# Community Voice and Resident Groups

In 2022-23 the team facilitated a number of opportunities for residents and other stakeholders to **have a say and contribute to solutions to shared issues**, including:

- **Ward Partnerships:** Ward Partnerships are a forum for community engagement, bringing together ward councillors, service providers, and local communities to identify and address issues and priorities relevant to the ward. They provide an opportunity for residents to interact with councillors and local stakeholders, holding the council to account.
- **Locality Wellbeing Networks:** Funding awarded to VAI and Octopus Community Network to set up, run and develop Locality Wellbeing Networks in each area of the borough. The networks will enable connection, co-delivery and community voice, with a programme of training with Community Organisers UK and The Social Change Agency providing a framework for those taking part.
- **Drops In Sessions:** The team have attended and engaged at these sessions held for Council Housing Tenants, informing them of volunteering opportunities, TRA's and estate gardening, and service and activities available in the borough such as Arts on Estates and Active Spaces programmes.
- The Communities team provides support for groups of residents who want to come together to **act on things that are important to them and improve where they live**. This includes:
  - **Tenants and Residents Associations:** The focus has been on reengaging with TRAs post pandemic, supporting with live issues and beginning conversations around TRA Biennial General Meetings. Throughout the year, the team have sent fortnightly email bulletins to TRAs with opportunities to share with their communities. Through our locality-based teams we aim to work with residents to form new TRAs, provide the necessary training and support for them to flourish and have a community voice.
  - **Estate Gardening Groups:** There are more than 40 gardening groups on estates in Islington. The new Housing gardening team supports estate-based gardening groups with operational issues, with the team engaging groups and supporting them to identify funding.



# Place-based Work: We are Cally

- The [We are Cally Community Plan](#) was approved by the Executive in May 2021. The plan lays out shared ambitions for Cally by 2024 and the actions that will be taken to get there, across five thematic areas: a **strong community**; better opportunities for **children, young people and families**; attractive, well-used **public spaces**; improved **health and wellbeing**; a thriving, connected **local economy**.
- **Community governance arrangements** were established to oversee the delivery of the plan and addressing emerging issues. The We are Cally group convenes quarterly and brings residents, VCS partners and council colleagues together to foster collaboration and engage stakeholders in the evolution of the plan and actions.
- **Capital works** projects including the creation of a youth employment hub at West library and the refurbishment and extension of Jean Stokes community centre have completed and are now in regular use. Forthcoming improvements to Bingfield and Barnard Parks will create new family-friendly play and active space. Affordable workspace plans for garages adjacent to Bingfield will support grassroots businesses and activate the public areas surrounding the park.



Public Opening at Jean Stokes



Arts workshops with London Met and Autism Hub

# Place-based Work: We are Cally

- **Partnership working in Cally** has been fundamental to the delivery of the plan and has continued to grow in 2022/23. Cross sector collaboration has been enriched by the community development officer and has led to transformative music workshops with London Symphony Orchestra and Help on your Doorstep, resident arts sessions with London Met University, and working with Local Economies colleagues to develop a Food Surplus Café within a community centre.



Children learning to dance with paint

- Page 108
- **Encouraging greater resident participation and engagement** through a number of programmes that will be delivered in partnership with colleagues across the Council. We will work with the Participation and Engagement team to pilot participatory budgeting on Nailour estate, inviting residents to develop funding proposals for new project on the estate. On Delhi Outram Estate, the community development officer and special projects teams are working with Global Generation and residents to co-design a new garden revitalising a disused area. This approach hopes to foster genuine partnership between LBI and residents and looks to build self-sustaining projects with legacy and impact.



Residents joined us to plant the beds around the extension to Jean Stokes Community Centre

# Estate Based Activity Programmes



- The **Active Spaces** programme supports residents' health and wellbeing, through a wide-ranging programme that this year has included dancing, pilates, soca aerobics, women's fitness, mindfulness, capoeira, and family sports and cooking sessions.
- Over 2022/23, following participant feedback, **Active Spaces** activities have continued to be delivered as a hybrid offer with the majority of sessions held in person, but a number of popular activities being hosted online. This offer enables a vital support network for people to access activities, a support network and regular social interaction from their home where they are either unable to leave the house, or simply prefer the comfort of their own space.
- The **Arts on Estates** programme begins with the premise that everyone is creative and is aimed at engaging Islington Council Estate residents in a range of high-quality arts and cultural activities where access may be limited due to financial, confidence or social restrictions. Targeting the elderly, young people, families and vulnerable communities, residents have access to and participate in a variety of short- and long-range activities designed to meet the following key objectives : -
  - Increase participatory arts in underserved communities
  - Promote community cohesion bringing together a range of residents to engage in a range of creative activities
  - Enhance health and wellbeing
  - Reduce social isolation





# Estate Based Activity Programmes – Active Spaces

- **515 Active Spaces sessions** were held from April 2022 – March 2023, with **combined attendance of 3604.**
- **Survey feedback tells us:**
- 98% of participants said they enjoyed the activity they had taken part in
- 96% had taken part in the activity more than twice and considered themselves a regular participant
- Participants reported that they felt happy, healthy, relaxed, fit, empowered and part of the community after taking part in the sessions
- More than 75% of participants felt that their mental and physical health had improved

Page 20

## Participant Feedback...

"Excellent class, the teacher is engaging, encouraging and it is a lot of fun to move the body. This class was a lifeline during the pandemic. It lifted my spirits and I felt alive. I still do the class consistently and it's the only class I have even attended consistently for more than 2 yrs. There is something additive about it!"

"I enjoy being able to do the classes on-line. I feel tired after the class but also alive and stronger."

## Participant Feedback...

**Alfie is a fantastic fitness trainer. I always leave her sessions feeling motivated & happy. I've made lots of friends too.**

**The soca aerobics class encourages me to get moving , it is very entertaining and I feel very good after the session**

**Amazing group and community help me get out of my house to overcome my depression**

## Active Spaces with Families for Life

- Across 2022/23 we delivered 4 Active Spaces Family Kitchen programmes at community spaces across the borough.
- Each session includes 45 minutes of fun sports games delivered by Arsenal in the Community, followed by cooking a nutritious meal and sitting down to eat together. Parents / Carers and children take part in all activities together.
- The collaboration has proved very popular and each programme has reached full subscription of 6 families.

# Estate Based Activity Programmes - Arts on Estates

•106 Arts on Estates sessions were held from April 2022 – March 2023, with a combined attendance of 1171 at a mixture of short- and long-term activities.

•The range of courses includes the Singing Well Community Choir, Girdlestone Arts , Pottery, Family creative courses delivered by the Crafts Council and new for this year Creative Writing.

•Of note and in recognition of the impact of the pandemic the Choir continues to delivered a hybrid offer which has been welcomed by residents and further our data suggests that Arts on Estates is reaching further into Islington's diverse communities with for example

•69% of participants self-identified being of global majority ethnicities  
14% of families had at least one person in their group who identified as being deaf, disabled or living with a long-term health condition. • 24% of families had at least one person in their group who identified as neurodivergent. •Survey outcomes from Arts on Estates have been overwhelmingly positive with the range of activities making a key difference to residents' lives.



## Participant feedback

Creative writing has made a difference especially the free writing - it's a great addition to everyday life also learned more about other people in the community, and the community overall

**Participant feedback :- the course** made me feel more confident in speaking within groups and less anxious. Sharing feelings and ideas in a safe environment has been really useful and good for my mental health.

**Creative writing participant**

# Estate Based Activity Programmes – Arts on Estates - Impact

## The Crafts Council

Four artists and makers were commissioned to develop and deliver high-quality craft workshops for local families

Activities include soap casting, printmaking, fabric upcycling, and making denim tote bags.

## Participant feedback

My son loves the workshop, he can be creative and he enjoys mixing with the other kids



## Pottery



## Participant Feedback

- I feel fab
- I feel empowered having learnt a new skill
- Feel like I've been very lucky to have attended this pottery course in full
- Connected with my community and less anxious and isolated
- Feel much happier. Want to meet new people and do something else now.



## Girdlestone third age art class

### Feedback

"This art class made my life better in the past years"  
Lorraine

"This is a lovely class with a nice atmosphere, I feel welcome here"

One participant has now developed the confidence to start her own furniture upcycling course.

# Estate Based Youth Programmes



**Islington WEEKLY TIMETABLE**  
(January)

**FREE FOOTBALL SESSIONS!**

| MONDAY  | TUESDAY   | WEDNESDAY  | THURSDAY   | FRIDAY  |
|---|---|--|--|---|
| ELTHORPE PARK, NY<br>9:30am - 11:30am<br>School years 3 - 7 | ANDOVER, NT 10411 0411<br>9am - 11:30am<br>School years 3 - 8 | ELTHORPE PARK, NY<br>9:30am - 11:30am<br>School years 3 - 8    | ANDOVER ESTATE, NT<br>9am - 11am<br>School years 3 - 8 | Paradise Park, NT<br>9:30am - 11:30am<br>School years 3 - 7 |
| ROSEMARY GARDENS, NI<br>1pm - 3:30pm<br>School years 3 - 8  | HARVEST ESTATE, NT<br>9:30am - 11:30pm<br>School years 3 - 8  | KING'S SQUARE, ECV<br>9:30am - 11:30pm<br>School years 3 - 8   |  | ROSEMARY GARDENS, NI<br>1pm - 3:30pm<br>School years 3 - 8  |
|   | ST LUKES ESTATE, ECV<br>9am - 11am<br>School years 3 - 8      | WEDBOURNE ESTATE, NT<br>9:30am - 11:30pm<br>School years 3 - 8 |  |   |

For more information contact: Access to Sports Programme [ap@islington.gov.uk](mailto:ap@islington.gov.uk)

Page 123

**the ACCESS to SPORTS project**



**FREE FOOTBALL SESSIONS!**



**Islington WEEKLY TIMETABLE**  
(January)

**FREE FOOTBALL SESSIONS!**

| MONDAY   | TUESDAY  | WEDNESDAY  | THURSDAY  | FRIDAY   |
|--|--|--|---|--|
| WOLVERHAMPTON, NI<br>9:30am - 11:30am<br>School years 3 - 8    | ANDOVER ESTATE<br>9:30 - 11:30am<br>School years 3 - 8   | ELTHORPE PARK, NY<br>9am - 11:30am<br>School years 3 - 8     | HARVEST ESTATE, NT<br>9:30am - 11:30pm<br>School years 3 - 8    | Paradise Park, NT<br>9:30am - 11:30am<br>School years 3 - 8    |
| ROSEMARY GARDENS, NI<br>9:30am - 11:30am<br>School years 3 - 8 | ST LUKES ESTATE, ECV<br>9am - 11am<br>School years 3 - 8 | KING'S SQUARE, ECV<br>9:30am - 11:30pm<br>School years 3 - 8 | CROUCH HALL COURT, NY<br>9:30am - 11:30pm<br>School years 3 - 8 | ROSEMARY GARDENS, NI<br>9:30am - 11:30am<br>School years 3 - 8 |

For more information contact: Access to Sports Programme [ap@islington.gov.uk](mailto:ap@islington.gov.uk)

Estate Based activity programmes for young people are run through partnership with Arsenal in the Community and Access to Sports, aimed at young people between 8-19 years.

The programmes are delivered on Westbourne, Crouch Hall Court, St. Lukes, King's Square, Andover and Harvist estates.

During 2022-23, there were:

- more than 1800 weekly term time sessions delivered
- more than 250 school holiday sessions delivered (Easter, Half terms and Summer Holidays)
- 3550 lunches provided to young people during school holidays
- 98 young people gained coaching badges/ sport accreditations
- 16 young people gained employment in the community sports sector, with a further 17 being supported into other employment
- King Square pitch was upgraded during 2022-23 with support from Arsenal in the Community, Adidas and Thriving Neighbourhoods

# Directly-Managed Community Centres:

- The team continues to provide the Friday **Andover Surplus Food Project** and supply food to an average of 110 households a week.
- The **Food Cycle community meal** delivers a table service food offer to about 65 individuals a week
- Tenant organisations **Help on Your Doorstep, One True Voice, MEWSO and Islington Turkish and Kurdish Women's Welfare Group** provide essential services and activities to people who may have complex health issues and protected characteristics, helping them be resilient and not reach crisis point.
- **Bright Start** deliver activities for local families from the centre, reaching families not previously engaged.
- **Adult and Community Learning** provide learners with sewing courses on a one-to-one and group basis and attendees have also been successful in completing associated qualifications.
- The new **Youth Space** for youth activities is at capacity, with Manor Gardens Welfare Trust delivering a youth club 3 times per week.
- The Andover team also support **resident volunteering**, the Andover Community Centre **garden project** and a Monday **coffee club**.
- The **Andover Team** directly delivered successful celebrations (such as Eid Party for community centre week) and residents trips (such as Brighton Coach Trip) for the locality. The **Community Laundrette** supports the cost of living crisis and is steadily growing with an average of 10 users per week
- **Friends of Andover Community Centre** group aims to bring all partners working in the area together with the common aim of helping the surrounding community and informing what takes place in the centre.



# A Flavour of Activities at the Vibast Community Centre

Page 25



# Directly-Managed Community Centres: Jean Stokes Community Centre

- Following a two-year refurbishment project to create a brighter, more accessible space the Jean Stokes Community Center opened in December 2022. The refurbishment was part of the £1.6million plan to transform the Cally area which was produced by residents as part of the Council's **We Are Cally** Community Plan.
- The community center has four charities who are based in the purpose-built office space: **Help on Your Doorstep (HoYD)**, **Age UK**, **The Stuart Low Trust (SLT)** and **Autism Hub Islington**. All four charities facilitate programmes and activities within the center and are accessed by residents and the local community.
- Early 2023 the community centre commenced its programme of activities and courses which included **Adult and Community Learning's** ESOL, Maths and English classes, keep fit classes run by the **Fit Women's Group** and **HoYD's Children's Street Dance**. The **Jean Stokes hall** is regularly booked by the local community for celebrations and family events. The centre regularly hosts and collaborates on programmes and events that challenge inequality and look to widen participation within the Cally community.



Resources  
7 Newington Barrow Way, N7 7EP

Report of: Corporate Director of Resources

Meeting of: Policy and Performance Scrutiny Committee

Date: 2 November 2023

Ward(s): N/A

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## Corporate Performance update: Q1 2023/24 (April – June 2023)

### 1. Synopsis

- 1.1. This report brings to the Policy and Performance Scrutiny committee the Corporate Performance update for Q1 2023/24 for review and challenge, with a focus on 'organisational health' elements for which the committee is responsible.
- 1.2. The Q1 2023/24 update comprises the following:
  - 1) Appendix 1: Q1 Performance narrative for 'organisation health'
  - 2) Appendix 2: Q1 'organisational health' performance scorecards
  - 3) Appendix 3: Q1 Corporate overview for all of corporate performance, for information
- 1.1. Following questions at the Policy and Performance Scrutiny committee in July on the previous corporate performance update (Q4 / end of year 2022/23), a set of 'deeper insights' into the use of agency staff is included (appendix 1) for further information.
- 1.2. Additional insight into sickness absence was requested at the previous performance update in July. This has been prepared and submitted to Corporate Management Board where additional information was requested. This requires more time to prepare and will come to Policy and Performance Scrutiny committee on 11 December as a separate item.

- 1.3. In line with the corporate performance priorities for 2023/24 raised at the previous (Q4) performance update, a process is underway to review the full set of performance indicators to ensure a complete picture that connects:
- the emerging Wellbeing Index
  - the manifesto commitments
  - strategically significant measures for assurance in the delivery of our missions
  - a wider set measuring key service-level activity.

The aim of this work is to develop an ‘impact framework’ that is more coherent than the current ‘performance framework’. The committee will be kept informed as this develops.

- 1.4. The Committee is invited to note and review the Q1 2023/24 update (Appendix 1), drawing on the scorecards (Appendix 2) for more detail, for questions and challenge at the committee meeting.

## 2. Recommendations

- 2.1. To monitor and challenge performance trends for Q1 2023/24 for Organisational Health.

## 3. Background

- 3.1. A suite of corporate performance indicators has been developed by each directorate to help track progress in delivering the five missions set out in the council’s Strategic 2030 Plan. Indicators and targets are reviewed annually to ensure they remain relevant.
- 3.2. Performance is monitored internally, through Departmental Management Teams, Corporate Management Board, and externally through the relevant Scrutiny Committee for each directorate.
- 3.3. As with the previous quarter and in line with the request of the new Policy and Performance Scrutiny committee chair, this update focuses on those elements for which the Policy and Performance Scrutiny committee is directly responsible, leaving other scrutiny committees to focus on their respective parts of corporate performance.
- 3.4. While the Policy & Performance Scrutiny Committee has overall responsibility for performance across the council, it is specifically responsible for those elements that are broadly captured by ‘organisational health’ – that is, the effective and sustainable running of the council. This currently comprises measures from the Resources directorate and customer service areas from Community Engagement and Wellbeing Directorate in relation to:
- Managing our budget effectively and efficiently

- Harnessing digital technology for the benefit of residents and staff
  - Making sure our workforce is diverse, skilled and highly motivated
  - Being open and accountable
  - Resident experience
- 3.5. Q1 2023/24 performance data and narrative for those areas not principally reporting to the Policy and Performance Scrutiny committee will be shared at the respective Scrutiny committees on the following dates:
- Environment and Regeneration Scrutiny Committee: 17 October 2023
  - Children’s Service Scrutiny Committee: 14th September 2023
  - Health and Care Scrutiny Committee: 5<sup>th</sup> October 2023 (Public Health)
  - Health and Care Scrutiny Committee: 14<sup>th</sup> November 2023 (Adult Social Care)
  - Housing Scrutiny committee: 25<sup>th</sup> September 2023
- 3.6. Corporate performance is one of a number of tools that enable us to ensure that we are making progress in delivering key priorities while maintaining good quality services. A collective and collaborative approach is welcomed for corporate performance as a combined effort between the directorates, leadership and the central corporate performance function.

## 4. Executive Summary

- 4.1. The following paragraphs outline:
- Key successes for organisational health in Q1
  - Themes of challenges facing the council as a whole in Q1
  - Specific areas of challenge for organisational health in Q1
  - Focus going forward for organisational health.
- 4.2. **Key successes** for organisational health during Q1 2023/24 include:
- **Managing our budget:** Collection of Council Tax and Business rates are on track and we exceeded our target for the percentage of invoices from local suppliers paid within 10 days.
  - **Harness digital technology:** There were significantly fewer priority 1 technology incidents in Q1 (which typically affect more than 100 staff or residents or significantly impairs applications or access) – lower than the average for the last three years.
  - **A diverse, skilled and highly motivated workforce:** The percentage of Black, Asian and Minority Ethnic Staff, and Disabled staff in the top 5% of earners both increased in Q1 compared to Q4.
  - **Be open and accountable:** To better manage Information Governance, a new centralised Access to Information team with a new operating model have been created and all areas will be fully centralised by the end of Q2.
  - **Resident experience:** Stage 2 complaints backlog was cleared in May 2023. The resident journey improved in Q1 as Access Islington received an IVR

(Interactive Voice Recognition) upgrade, individual and team performance was monitored, staff training was provided and staff sickness reduced. This all helped to reduce abandonment from 22% of calls in April to 5% in June.

4.3. The following themes of factors affected performance across the council in Q1 2023/24 (see appendix 3 for further details):

- **Ongoing growth in demand** – seen in particular within housing and on budgets more broadly.
- **Challenge of understanding and responding to complexity** – in particular in persistent absence from schools, completion of drug treatment, household recycling rates and our own rates of sickness absence and agency usage.
- **Challenges in delivering at scale** – in particular in the take-up of childcare bursaries, electric vehicle charging points, London Living Wage accreditation and Shine referrals.
- **Challenge of joined-up working across the council** – seen in particular with care experienced young people not in Education, Employment or Training; carbon emissions from council repairs fleet; and increasing tree canopy cover.
- **IT / Tech / Data issues** – ongoing impacts of cyber-attack in the Mental Health Trust and severe outages affecting reporting of the substance misuse service. There is a challenge of collecting data quality from partners in a couple of Community Wealth Building areas.

4.4. **Specific areas of challenge** for organisational health in Q1 (see Appendix 1 for more detail):

- **Managing our budget:** The General Fund Forecast Outturn Variance from Balanced Budget for Q1 shows significant gross overspend of £12.2m with a net overspend of £7.2m. Two new finance measures introduced for 2023/24 will monitor the impact of debt and debt servicing. At the end of Q1, total debt outstanding is £257.6m with £3.383m of interest paid and accrued on this debt. It is expected that both these figures will rise in line with the approved capital programme and in light of funding challenges and rising interest rates.
- **A diverse, skilled and highly motivated workforce:** In Q1, we lost an average of 9.79 days per employee due to sickness (London Councils' average in 2022/23: 9.77 days), with the main causes remaining as mental health and musculoskeletal. Further analysis of sickness absence will be presented to PPS in December. Agency usage in Q1 increased slightly, continuing the ongoing trend of rising rates through 2022/23 although it remains lower than the London average. Additional insights are provided in Appendix 1.
- **Be open and accountable:** The council did not achieve the ICO target of 90% in Q1 for either Freedom of Information (FOI) requests or Subject Access Requests (SARs). FOIs achieved an overall compliance of 82%, impacted by an increase in requests in Q1, several of which were complex, key staff on annual leave and the focus on stage 1 complaints. SARs achieved an overall

compliance of 67%, impacted by an increase in requests (62 more were received in Q1 than Q4). Continued failure to meet target puts the council at risk of further monitoring which could result in a public reprimand from the ICO or an enforcement notice being issued.

- **Resident experience:** In Q1, Housing developed a backlog of stage 1 complaints, increasing demand at stage 2 of the process, a trend expected to continue until the end of Q2. However, all stage 2s remain within Service Level Agreement. Complaints continue to be experience challenge. A report on maladministration is due to be presented to committee shortly and more details will be provided in performance updates going forward.

#### 4.5. **Strategic areas for improvement** for 2023/24 and beyond for Organisational Health include:

- **Harness digital technology:** A particular focus for Digital projects will be to strengthen 'User Acceptance testing' to prevent unfavourable outcomes.
- **A diverse, skilled and highly motivated workforce:** Workforce plan and Talent Attraction plan to address skills shortages and hard to fill roles. Work is in development to expand the number of new start apprenticeships.
- **Be open and accountable:** The focus will be on a range of measures from training for all members of the new team; addressing backlogs; investigating software solutions; and identifying frequently asked FOI questions to publish.

## 5. Implications

### 5.1. **Financial Implications**

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

### 5.2. **Legal Implications**

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

### 5.3. **Environmental Implications and contribution to achieving a net zero carbon Islington by 2030**

There are no environmental impacts arising from monitoring performance. Corporate performance helps the Council to monitor its progress in delivering its environmental objectives.

### 5.4. **Equalities 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 Equalities Impact Assessment is not required in relation to this report. Corporate Performance aims to support these duties by monitoring inequalities to enable the Council to improve performance.

## 6. Conclusion and reasons for recommendations

6.1. The Q1 2023/24 Corporate Performance update sets out progress against the council's strategic priorities as measured by a suite of corporate objectives and indicators. The Committee is asked to review the update and note and challenge specific performance of the Resources directorate.

### Appendices:

- Appendix 1: Summary narrative organisational Health update Q1 23\_24 PPS
- Appendix 2: Organisational Health scorecards Q1 23\_24 PPS
- Appendix 3: Corporate Performance Overview Q1 23\_24 PPS

### Final report clearance:

Authorised by: **Dave Hodgkinson, Corporate Director of Resources**

Date: 11 October 2023

Report Author: Joanna Dawes, Corporate Performance Manager

Email: joanna.dawes@islington.gov.uk



# Appendix 1:

## Corporate Performance Update Q1 (April – June) 2023-24

### ORGANISATIONAL HEALTH

#### ORGANISATIONAL HEALTH

(Directorates: *Resources* and *Fairer Together*)

##### Priorities:

- Manage our budget effectively and efficiently
- Harness digital technology for the benefit of the resident
- Make sure our workforce is diverse, skilled and highly motivated
- Be open and accountable
- Improving the resident experience

##### Key success in Q1 2023/24

###### Manage our budget effectively and efficiently

- Collection of **Council Tax and Business rates** are on track to align with or exceed pre-pandemic levels.
- This quarter we exceeded our target for the **percentage of invoices from local suppliers paid** within 10 days (91%, target 90%).

###### Harness digital technology for the benefit of the resident

- There were 10 (target <10) priority 1 **technology incidents** this quarter (which typically affect more than 100 staff or residents or significantly impairs applications or access) – significantly lower than the average for the last three years.
- Successful launch of the **Let’s Talk Islington** online engagement platform, with 19 projects published, 67 in progress, and 60 staff trained – delivering on two of the six shifts in the 2030 Plan. (*Community Engagement & Wellbeing*)

###### Make sure our workforce is diverse, skilled and highly motivated

- The percentage of **Black, Asian and Minority Ethnic Staff, and Disabled staff in the top 5% of earners** both increased in Q1 compared to Q4 of last financial year, likely due to recruitment to senior leadership roles. Both are above target and the London Councils average.

###### Be open and accountable

- To better manage **Information Governance**, a new centralised **Access to Information team** has been created. Staff from the Access to Records team in Children’s Services transferred to the corporate team in June ‘23 and vacant roles have been filled. A new operating model has been created with a phased approach to transferring directorate responsibilities for responding to requests - all areas will be fully centralised by the end of Q2.

###### Improving the resident experience

- Stage 2 **complaints backlog** cleared on 16 May 2023
- **Access Islington** - the IVR upgrade on 26 April 2023 along with individual and team performance monitoring, reductions in staff sickness and training to cross skill staff has led to improvements for resident's journey. This led to a reduction in abandonment from 22.48% in April to 5.02% in June.

## Key challenges in Q1 2023/24

### Manage our budget effectively and efficiently

- The **General Fund Forecast Outturn Variance from Balanced Budget** for Q1 shows significant gross overspend of £12.2m before applying the £5m Inflation, Energy and Demand Contingency, to bring the net overspend down to £7.2m. There are outstanding risks in particular around the 2023/24 pay award which could worsen the estimated outturn financial position. The majority of overspend is split between Adult Social Care (+£2m due to unavailability of beds in care homes), Environment and Climate Change (+£4m shortfall in income in the Parking account), and Children and Young People (+£0.7m due to growth in personal travel budgets in the SEND transport budget).
- Two **new quarterly finance measures** have been introduced for 2023/24 – total debt outstanding and total interest paid and accrued on debt. At the end of Q1, total debt outstanding (long and short term) is £257.6m with £3.383m of interest paid and accrued on this debt. It is expected that both these figures will rise, in line with the approved capital programme and in light of funding challenges and rising interest rates, however these measures aim to help monitor the extent of this impact over time.

### Make sure our workforce is diverse, skilled and highly motivated

- Our **sickness absence** measure has been calculated this quarter using a different methodology to be consistent with the London Council benchmark but not directly comparable with our previous periods. In Q1, we lost an average of 9.79 days per employee due to sickness (London Councils' average in 2022/23: 9.77 days). This puts LBI in the third quartile for all London councils and second quartile for inner London boroughs. The main causes of sickness remain consistent: musculoskeletal; other; mental health related absence. We will do further analysis of our sickness absence over the next few weeks as part of the performance report to Policy and Performance Scrutiny.
- **Agency usage** (Q1: 14.09%) increased by 0.9% from Q4, continuing the trend of rising quarter on quarter through 2022/23 although it remains lower than the London average of 14.29%. Percentages of agency workers are highest in in Adult Social Care (~28%), Environment and Climate Change (~18%) and Homes & Neighbourhoods (~17%). (See below for additional narrative on agency).

### Be open and accountable

- **Freedom of Information requests:** The council did not achieve the ICO target of 90% in Q1 with an overall compliance of 82%. Five directorates did not achieve at least 90% (Adult Social Care, Children's Services, Environment & Climate Change, Community Engagement & Wellbeing and Homes & Neighbourhoods). Compliance was impacted by an increase in requests in Q1, several of which were complex, key staff on annual leave and the focus on reducing the stage 1 complaints backlog in Homes & Neighbourhoods.
- **Subject Access Requests:** The council did not achieve the ICO target of 90% in Q1 with an overall compliance of 67%. Seven directorates received SARs in Q1 and four did not achieve at least 90% compliance (Children's Services, Cross-Service, Environment & Climate Change and Homes &

Neighbourhoods). Compliance was impacted by an increase in the number of requests received (62 more were received in Q1 than Q4 22/23). Children's Services continue to receive the most (83 of the 151 received), most for historic records which are often voluminous and complex (one request needed 43 volumes to be scanned, reviewed and information redacted). The team continue to work hard to clear these requests, but the sheer amount of information mean that delays are inevitable. The council has been monitored by the ICO twice and the ICO were critical of our compliance in this area. Continued failure to meet this target puts the council at risk of further monitoring which could result in a public reprimand from the ICO or an enforcement notice being issued (failure to comply with a notice can result in a fine of up to £17,500,000).

#### Improving the resident experience

- Housing has a **backlog of stage 1 complaints** which they are currently working to resolve. This is creating greater demand at stage 2 of the process and this trend is expected to continue until the end of Q2. However, all stage 2's remain within Service Level Agreement. (*Community Engagement & Wellbeing*)

#### Focus Going Forward 2023/24

##### Harness digital technology for the benefit of the resident

- A particular focus for **Digital projects** will be to strengthen 'User Acceptance testing' to prevent unfavourable outcomes.

##### Make sure our workforce is diverse, skilled and highly motivated

- In addition to Directorate People Plans incorporating plans for temporary to permanent staff, the Strategic Resourcing Lead is working with services on a **Workforce plan and Talent Attraction plan** to address skills shortages and hard to fill roles.
- While the number of starts to **council apprenticeships** were on a par this quarter with Q1 last year, work is in development to expand the number of new start apprenticeships for coming quarters.
- **Sickness** deep dive as part of the performance report to Policy and Performance Scrutiny.

##### Be open and accountable

- The following work is planned for **Information Governance** in Qs 2&3: Training for all members of the team to ensure baseline knowledge; Remediation plans to address backlog of requests where required; Investigate options for redaction software that uses automation to speed up the process; Investigate short-term scanning options to free up staff time for value added work; and, Review of FOIs to identify frequently asked questions so that information can be published to help manage requests.

#### Improving the resident experience

- New complaints governance and dashboard developed. This will be used to monitor complaints at all stages with themes, trends and learning reviewed and signed off by Directors, before further discussion at CMB and PLM. (*Community Engagement & Wellbeing*)

##### Agency usage: deeper insights

- Active agency FTE for Q1 was 726.65.
- Agency usage increased by 0.90% in Q1 from Q4 to 14.09%. Usage has risen quarter on quarter for 2022/2023 but remains lower than the London average of 14.29%.
- Total headcount increased for each directorate except Resources in Q1, total FTE increased and the number of hours submitted across Q1 increased by just under 7% compared to Q4.

- By job category, interim executive remains the highest spend with the highest increase of £393k in Q1 (38 orders in Q1 compared to 29 in Q4 and 17 in Q1 2022 as a yearly comparator).
- 49% of the active contingent workforce have been engaged for over a 12-month period with most of these being in the Environment & Climate Change directorate (37%). (This is the criteria for triggering use of the accelerated temp to perm process).
- Nearly 57% of active placements had 'vacancy cover' as their booking justification followed by 29% for 'extra workload'. The remaining 14% of justifications were for holiday, sickness, training and development, maternity/adoption/career break cover or project work.

**Barriers to reducing agency staff:**

- Continuing difficulties in the permanent recruitment market (skill shortages, rising salaries and the discrepancy between public & private sector pay as sighted by the LGA workforce survey 2022) have resulted in longer tenures for some roles and need for additional agency capacity. Between January '23 and July '23, 481 vacancies were advertised for permanent or fixed term opportunities, 35% of these recruitment attempts were unsuccessful.
- Reluctance among agency workers to take on permanent employment due to the drop in salary they would incur and a lack of flexibility. The accelerated temp to perm process has seen 18 conversions made since it went live in March 2023 with the highest proportion (50%) within Adult Social Care. The normal temp to perm process has seen 102 conversions in the last 12 months with the highest amount within Homes & Neighbourhoods (23%).

**Steps to improvement:**

There is a perception that hiring agency workers is an accelerated process vs permanently recruiting and there are several strategies in place to reduce this perception:

- A new Applicant Tracking System is being procured to make it easier for managers to recruit permanently.
- End to end review to streamline permanent recruitment processes.
- Production of a Talent Attraction Plan and an Inclusive Recruitment Plan to explore new routes and pathways and those occupied by long tenure agency workers.
- Accelerated temp to perm process for agency workers engaged for 12 months or more wishing to become permanent staff.
- On-going review of permanent recruitment attempts vs agency usage with analysis going to Corporate Directors and Departmental Management teams.
- Directorate People plans which highlight hard to fill roles and to link in with the Talent Attraction Plan to address these.

Workshops are to be organised with agency workers as a myth busting exercise and highlight the benefits of permanent employment.

**Resident view: Complaints**

Eleven stage 1 complaints were received by Resources and upheld this quarter, almost one third of those received and upheld this quarter last year. Most (9) were around Council Tax. Four were received and upheld at Stage 2, all for Council Tax). Half regarded administrative errors, the other half requested more support, all were completed satisfactorily.

| ORGANISATIONAL HEALTH   |   |                               |                     |                        |         |         |                   |            |              |  |   |   |  |
|---|---|-------------------------------|---------------------|------------------------|---------|---------|-------------------|------------|--------------|--|---|---|--|
| PI No.  | Indicator   | 2018/19                       | 2019/20             | 2020/21                | 2021/22 | 2022/23 | Yearly trend-line | 2023/24 Q1 | Better to be | Notes on measure (cumulative / quarterly / rolling), targets (annual / quarterly / longer-term & rationale) and benchmarking   | Performance Commentary  | If underperforming: Reasons for underperformance and mitigating actions   |  |
| <b>3 Manage our budget effectively and efficiently</b>                      |   |                               |                     |                        |         |         |                   |            |              |  |   |   |  |
| R1  | Successful management of approved General Fund budget (General Fund Forecast Outturn Variance from Balanced Budget £m)  | -5.5                          | -8.4                | -1.1                   | -2.1    | 0       |                   | -7.2       | ↓            | Measure: Each quarter is an estimated year-end position, updated as the financial year progresses. ('-' = underspend; '+' = overspend)<br>Target: Above (-£0m)<br>Target rationale: Break even.  | Significant gross overspend of £12.2m before applying the £5m Inflation, Energy and Demand Contingency, to bring the net overspend down to £7.2m. There are outstanding risks in particular around the 2023/24 pay award which could worsen the estimated outturn financial position.   | Majority of overspend is split between Adult Social Care, Environment and Climate Change, and Children and Young People. Key adverse variances as follows: Adults +£2.070m due to the unavailability of beds in care homes. Environment and Climate Change +£4.000m shortfall in income in the Parking account. Children and Young People: +£0.670m due to growth in personal travel budgets in the SEND transport budget. Small corporate underspend at this stage of the financial year linked to levies budget. Application of Inflation, Energy and Demand contingency to offset the overall gross outturn overspend. |  |
| R2  | Non-ringfenced reserves as % of net revenue expenditure   | New measure: Being calculated | for previous years. | To be completed for Q2 | 85%     |         |                   |            | N/A          | Measure: Annual, reported in Q4 as accounts close<br>Benchmark: 78.6% (Oflog, median of CIPFA neighbours, 2021/2022)   |   |   |  |
| R3  | Non-ringfenced reserves as % of service spend   | New measure: Being calculated | for previous years. | To be completed for Q2 | 62.6%   |         |                   |            | N/A          | Measure: Annual, reported in Q4 as accounts close<br>Benchmark: 63.3% (Oflog, median of CIPFA neighbours, 2021/22)   |   |   |  |
| R4  | Social care spend as % of core spending power   | New measure: Being calculated | for previous years. | To be completed for Q2 | 78%     |         |                   |            | ↓            | Measure: Annual, reported in Q4 as accounts close. Core spending power for 23/24 = £290.061m<br>Benchmark: 62.1% (Oflog, median of CIPFA neighbours, 2021/22)  |   |   |  |
| R5  | Debt servicing as % of core spending power (Total interest paid and accrued on debt year to date (£m) / annual core spending power)   | New measure: Being calculated | for previous years. | To be completed for Q2 | 6.9%    |         |                   | 1.2%       | ↓            | Measure: Total interest paid and accrued on treasury debt year to date (£m) / annual core spending power. Core spending power for 23/24 = £290.061m<br>Benchmark: 8.5% 2021/22 (median of CIPFA nearest neighbours, Oflog)   | This is a new measure and Q1 provides the baseline. £3.383m from Treasury   |   |  |
| R6  | Total debt as % of core spending power (short + long term debt outstanding at quarter end (£m) / annual core spending power)  | New measure: Being calculated | for previous years. | To be completed for Q2 | 268.3%  |         |                   | 88.8%      | ↓            | Measure: Short + long term treasury debt outstanding at Q end (£m) / annual core spending power. Core spending power for 23/24 = £290.061m<br>Benchmark: 248.4% 2021/22 (median of CIPFA nearest neighbours, Oflog)  | This is a new measure and Q1 provides the baseline £257.6m from Treasury  |   |  |
| R7  | Treasury investments: Compliance with required prudential and treasury management indicators (eg. debt levels and exposure to credit risk, liquidity risk, interest rate risk and refinancing risk) |                               |                     |                        |         | 100%    | N/A               | N/A        | ↑            | Measure: Numbers of indicators with which we are compliant (total of 6 indicators)<br>Target: 6 (100%)<br>Target rationale: Aiming for 100% compliance   | (Any areas of non-compliance to be described in the commentary) (Latest report October 2022) (date of next report due)  |   |  |
| R8  | Percentage of council tax collected in year.  | 96.1%                         | 95.3%               | 93.7%                  | 94.1%   | 94.4%   |                   | 25.8%      | ↑            | Measure: Cumulative; current Q is an estimate<br>Annual target: 95.3% by 31st March 2024<br>Profiled targets: Q1:25.3%, Q2:49.1%; Q3:72.5%; Q4:95.3%<br>Target rationale: Targets are the collection rates achieved in 2019/20 (last FY before COVID).<br>Benchmark: 94.8% (LG Inform, mean of London boroughs, 2022/23)   | We are broadly on track to meet our year-end target   |   |  |
| R9  | Percentage of business rates collected in year  | 96.6%                         | 96.7%               | 93.0%                  | 93.6%   | 94.6%   |                   | 33.2%      | ↑            | Measure: Cumulative; current Q is an estimate<br>Annual target: 96.7% by 31st March 2024<br>Profiled targets: Q1:26.2%; Q2:52.8%; Q3:76.1%; Q4:96.7%<br>Target rationale: Annual and profiled targets are the collection rates achieved in 2019/20 (the last FY before COVID).<br>Benchmark: 91.1% (DLUHC/ONS, mean for Inner London boroughs, 2021/22)                  | We are broadly on track to meet our year-end target. Substantial payments that we would not typically expect until Q2 or Q3 have already been received during Q1. For this reason collection is significantly higher than profiled. The early impact of these payments on our profiled targets will be eliminated by Q3.  |   |  |
| R10   | Percentage of invoices from local suppliers paid within 10 days   | No data                       | No data             | No data                | No data | 87%     | N/A               | 91%        | ↑            | Measure: Quarterly<br>Target: 90%<br>Target rationale: Ambitious yet achievable.   |   |   |  |
| <b>14 Harness digital technology for the benefit of residents and staff</b> |   |                               |                     |                        |         |         |                   |            |              |  |   |   |  |
| R11   | Number of successful cyber attacks  | No data                       | No data             | No data                | No data | 0       | N/A               | 0          | ↓            | Measure: Quarterly<br>Target: 0<br>Target rationale: Aim is to prevent all cyber attacks   | There were no successful cyber attacks this quarter.  | N/A   |  |
| R12   | Number of priority 1 incidents per quarter which typically affect more than 100 staff or residents or significantly impairs applications or access. Annual figure is average for the year.          | N/A                           | N/A                 | 14                     | 15      | 18      |                   | 10         | ↓            | Measure: Number of outages per quarter. Annual figure is the average over all quarters.<br>Quarterly target: under 10  | Averaging around 5 per month for the last quarter. As with last quarter most were caused by hosted platforms and infrastructure. We continue to work with our suppliers to review and understand their SLA's for dealing with outages. 4 of these P1s related to a repeating problem with printing - while resolved quickly it took several attempts to identify a solution to mitigate the issue going forward.  | N/A   |  |
| <b>17 Make sure our workforce is diverse, skilled and highly motivated</b>  |   |                               |                     |                        |         |         |                   |            |              |  |   |   |  |
| R13   | Average number of days lost per year through sickness absence per employee (in previous 12 month rolling period)  | 10.8                          | 10.7                | 7.4                    | 8.0     | 8.6     |                   | 9.8        | ↓            | Measure: Rolling 12 month period.<br>Target: 7.5 days (not adjusted to account for Covid absence). The target has not been adjusted to account for Covid sickness<br>Benchmark: London Councils 2020/21 average 8.53 days (Councils' ranges are 3.93-12.8 days). CIPD Average days lost to sickness is 8.4 days.<br>Target rationale: [A legacy target, pre-dating 2020] | Our sickness absence measure has been calculated this quarter using a different methodology to be consistent with the London Council benchmark but is therefore not directly comparable with our previous periods. In Q1, we lost an average of 9.79 days per employee due to sickness (London Councils' average in 2022/23: 9.77 days). This puts LBI in the third quartile for all London councils and second quartile for inner London boroughs. The main causes of sickness remain consistent: musculoskeletal, other and mental health related absences. | As the calculation for determining sickness absence has been changed and with absence days at 9.79. HR will be doing further in-depth analysis of our sickness absence over the next few months.  |  |





# Corporate Performance Update: Q1 (April – June) 2023-24

## Contents

|  |                                     |
|--|-------------------------------------|
| 1. Introduction .....  | 1                                   |
| 2. Overview of corporate performance update .....            | 1                                   |
| 2.1. Key strategic successes for Q1 2023/24 .....            | 2                                   |
| 2.2. Key strategic themes of challenges for Q1 2023/24 ..... | 5                                   |
| 2.3. Key strategic areas of focus going forward .....        | 9                                   |
| 2.4. Resident view .....                                     | 12                                  |
| 3. Performance narratives by 2030 Mission .....              | <b>Error! Bookmark not defined.</b> |

## 1. Introduction

This year (2023/24), we will move to a more coherent way of monitoring our progress on delivering the priorities set out in the 2030 Plan with the development of an ‘impact framework’. This will aim to connect: the Wellbeing Index, the 2030 Plan commitments, the manifesto commitments, key service-level outcomes and outputs and ‘organisational health’. This is a work in progress, to evolve over the coming quarters.

Q1 includes the first phase of the move. Directorates have refreshed their performance indicators to reflect the 2030 Plan and 2023/24 service plans, narrative below is by Mission as it has been previously, and the scorecard attached is now also structured around the Missions of the 2030 plan. Measures are still owned by directorates, so this new structure reflects the cross-directorate approach that is needed to deliver the missions. ‘Organisational Health’ – the effective and sustainable running of the organisation that enables delivery of our priorities – brings together existing Resources and relevant Community Engagement & Wellbeing measures. There is still a task of reviewing this collective set of measures for each Mission and Organisational Health to ensure they are fit for purpose.

The second phase is underway. This will develop ‘mission level’ measures that capture our commitments for each mission. ‘Organisational health’ will also be further developed to ensure it captures all critical risk measures.

## 2. Overview of corporate performance update

This quarter’s corporate overview of performance captures key strategic successes and themes driving performance issues of Q1 2023/24 and areas for strategic improvement going forward.

## 2.1.Key strategic successes for Q1 2023/24

This section identifies significant successes for each mission in Q1 2023/24. More successes seen across the Council this quarter are set out in the detailed narratives in Section 3.

| <b>CHILD-FRIENDLY ISLINGTON</b>                       |   |
|---|---|
| <b>Resilient children and families</b>                | <p>A 30% year on year reduction in the numbers of <b>children Becoming Looked After</b> (BLA) and an overall reduction of 16% in the Children Looked After (CLA) population.</p> <p>There were 7 <b>first time entrants</b> (FTEs) into Youth Justice System in Q1, lower than the FTEs in the same period last year (15).</p>  |
| <b>Lifelong learning skills and enrichment</b>        | <p>The percentage of <b>good and outstanding Islington schools</b> (all phases) is 97.1%, above Inner London (95.9%).</p> <p>Provisional <b>education outcomes</b> of Islington children in early years foundation stage, year 1 phonics and key stage 2 combined reading writing and maths combined show improvement on the previous year. 66.6% of Islington children achieved a good level of development at the end of their reception year (64.7% in 2022). 78.9% of Islington children met the expected standard in phonics in Year 1 (76.6% in 2022). 64.4% met the expected standard in Reading, Writing and Maths at the end of Key Stage 2 (63.3% in 2022). Provisional data indicates that free school meal eligible, children with education, health and care plans, and those with SEN support have better than national outcomes for Phonics at the end of Year 1, for reading at the expected standard by the end of Key Stage 1 and for combined outcomes (reading, writing and maths) at the end of Key Stage 2.</p> |
| <b>SAFE PLACE TO CALL HOME</b>                        |   |
| <b>Prevent homelessness and reduce rough sleepers</b> | <p>The <b>Housing Needs service</b> secured a total of £11.3m of funding from the GLA. £9m of the grant will be used to purchase ex right to buy properties to rehouse refugees, rough sleepers and care experienced young people as part of the wider Single Homeless Accommodation Programme. The remaining £2.3m of the grant will support to those housed within the properties that will be purchased. The service secured an additional £1m grant funding to supplement the existing Homeless Prevention Grant to assist with the prevention of homelessness. Islington has secured the 8th largest allocation of homelessness funding in England.</p> <p>The <b>Temporary Accommodation</b> service has reduced the numbers of households in temporary accommodation in hotels reducing the financial impact on the temporary accommodation budget.</p>  |
| <b>Ensure effective management of council housing</b> | <p>There has been an increased demand on <b>damp and mould surveys</b> with 1,454 damp and mould surveys raised. 91% of appointments are attended to within priority. The 12-week aftercare calls are in-place, early feedback has a below 10% call back requirement.</p> <p>Percentage of <b>repairs fixed first time</b> remains above the target of 85%. This should be considered against a background of significant growth in the number of repairs (increase of 20,000 repairs since 2021/22) some of this increase is due to the insourcing of PFI however the remainder is due to a range of factors the service is still exploring.</p>   |



|   |   |
|---|---|
|   | <p><b>Satisfaction with the service</b> received increased at the end of Q1, with 86% of people being satisfied (compared to 84% March 2023).</p>   |
| <p><b>COMMUNITY WEALTH BUILDING</b></p>   |   |
| <p><b>Promoting economic wellbeing</b></p>  | <p>412 <b>residents supported into work</b> in Q1 against an annual target of 1,500. The funding for these programmes through Central London Forward has been confirmed until the end of March 2025.</p> <p>Significant increase in numbers of <b>learners enrolling on ACL courses</b> – as of June 2023 (month 11 in Academic Year 2022/23) there were 1,606 unique learners, putting us on track to meet the target of 1,700 and exceeding performance pre-pandemic.</p> <p>£2m <b>additional benefits pa for low income and vulnerable households</b> secured by our IMAX team in Q1, on target for the annual target of £6m.</p> <p><b>Energy Doctor</b> visits are 20% ahead of target and estimated annual savings per household have increased from £91 in 21/22, £117 in 22/23 to £311 in 23/24.</p>                     |
| <p><b>Creating an inclusive economy</b></p>   | <p>£476k social value delivered through our Affordable Workspaces in Q1, against the annual target of £500k.</p>  |
| <p><b>GREENER, HEALTHIER ISLINGTON</b></p>  |   |
| <p><b>Delivering Net Zero Carbon</b></p>  | <p>22/23 <b>carbon emissions from council buildings</b> in the borough were down 10.6% on the previous year. The main driver for improvement was the corporate energy savings programme.</p> <p><b>Carbon emissions from our pension fund’s</b> ‘listed portfolio assets’ have been cut 40% between 2021 and 2023.</p> <p>Islington was again the top scoring inner London borough in the ‘<b>healthy-streets scorecard</b>’ in 2023.</p> <p>Q1 performance on <b>reported missed collections</b> was very strong at a monthly average of 236 (around 0.01% of collections or one in every 9,000).</p> <p>The council has achieved an additional three <b>Green Flag parks/open spaces</b>.</p> <p>We have hit the 22/23 target of 500 <b>secure cycle parking facilities</b> on streets, providing capacity for 3,000 bikes.</p> |
| <p><b>Integrating Health and Care to provide seamless support for those who need it</b></p> | <p>As of Q1, 15% of Adult Social Care service users receiving long term support have received an <b>annual review</b>, above target (13%). This is the first quarter the team has exceeded the target for reviews.</p> <p>Since going live, the <b>Assistive Technology (AT)</b> service has seen record numbers of referrals come through to the service. So far in 23/24 we have received 246 referrals with 206 installations.</p> <p>Of the five <b>regulated In-House Provider Services</b> we have in Islington, all are rated Good by the <b>CQC</b>.</p>  |

|   |   |
|---|---|
|   | <p><b>Immunisation</b> Population vaccination coverage DTaP/IPV/Hib3 at age 12 months ended the year at 89% (target: &gt;85%). Population vaccination coverage MMR2 (Age 5) ended year at 70% (target: &gt; 70%).</p> <p>Mandated <b>new birth health visits</b> hit target (95%) for the end of the year.</p> <p>NHS <b>Health Checks</b> for eligible population (40-74) ended the year above target (12.1%, target: 8.5%).</p> <p>% of <b>smokers using stop smoking services who stop smoking</b> (measured at four weeks after quit date) ended the year above target (62%, target:55%).</p> <p>The <b>Integrated Sexual Health service delivered LARC</b> to 1,732 women during the 22/23 financial year and exceeded the target of 1100. This is exceptionally positive as the service had to manage the end of pandemic restrictions, MPox (formerly Monkey Pox) and a Hep A cluster outbreak over the same period.</p> <p>The <b>successful completion of alcohol treatment</b> is showing an improvement in the year (38% at Q4 2022/23) compared with the same period last year (36%).</p> |
| <b>FAIRER TOGETHER</b>  |   |
| <b>Empowering strong and supportive communities</b>   | <p>Brought in £45k from the GLA, London Councils and EU IMPETUS fund collectively to innovate and build capacity in <b>participation and engagement</b>.</p> <p>Engaged over 900 people (residents, cultural organisations, local partners etc) in the development of a <b>new all age culture strategy</b> for the borough.</p> <p>Secured a site for the <b>Black cultural centre</b>, with applications for an operator currently open and capital works due to start in the Autumn.</p> <p><b>Library visits</b> were up for Q1 in comparison to last year, to 202,394.</p>   |
| <b>Delivering high quality early intervention &amp; prevention services</b>                         | <p>Agreed partnership and sign off to deliver the <b>Access Islington Hub in the North</b> with Manor Gardens, due to open to residents in January 2024</p> <p>Launch and implementation of the <b>new Community Elevate Team</b> providing flexible therapeutic and youth work interventions to young black men 13-25 experiencing mental health and serious youth violence across Islington.</p>  |
| <b>Driving system change that supports effective, joined up early intervention &amp; prevention</b> | <p>Launch of the cross cutting and expansive <b>System Change and innovation programme</b> across all services to train up to 1000 professionals and to train up 50 system champion leaders in cultural competency and anti-racist practice training.</p> <p>Working closely with metropolitan police to co-deliver the <b>Just fair policing transformation programme</b> – with the implementation and delivery of Just fair police summits training up to 500 police officers in cultural competency as part of the Metropolitan police Casey review. Police strategy for Islington launched on 14th August.</p>   |
| <b>ORGANISATIONAL HEALTH</b>  |   |
| <b>Manage our budget effectively &amp; efficiently</b>  | <p>Collection of <b>Council Tax and Business rates</b> are on track to align with or exceed pre-pandemic levels.</p>  |

|  |  |
|--|--|
|  | For the first time since we started monitoring this at the start of 22/23, we exceeded our target for the percentage of <b>invoices from local suppliers paid within 10 days</b> (91%, target 90%).  |
| <b>Harness digital technology</b>                          | There were 10 (target <10) <b>priority 1 technology incidents</b> this quarter (which typically affect more than 100 staff or residents or significantly impairs applications or access) – significantly lower than the average for the last three years.  |
| <b>A diverse, skilled &amp; highly motivated workforce</b> | The percentage of <b>Black, Asian and Minority Ethnic Staff, and Disabled staff</b> in the <b>top 5% of earners</b> both increased in Q1 compared to Q4 of last financial year. Both are above target and the London Councils average.   |
| <b>Be open &amp; accountable</b>                           | To better manage <b>Information Governance</b> , a new centralised Access to Information team has been created and a new operating model created with a phased approach to transferring directorate responsibilities for responding to requests - all areas will be fully centralised by the end of Q2.                                |
| <b>Improving the resident experience</b>                   | Stage 2 <b>complaints</b> backlog cleared in May 2023.<br><br><b>Access Islington</b> - the IVR upgrade in April 2023 along with individual and team performance monitoring, reductions in staff sickness and staff training has improved the resident’s journey and a reduction in abandonment from 22.48% in April to 5.02% in June. |

## 2.2. Key strategic themes of challenges for Q1 2023/24

Themes can be seen in factors affecting performance, which are set out below, in a broadly decreasing order of complexity. These do not cover a comprehensive set of challenges or themes, but what is shared by services and identified by the corporate performance manager. Please note that greater disclosure of challenge is not an indicator of performance. Please refer to the more detailed narratives in Section 3 for more information.

### 1. Ongoing growth in demand

There are a number of areas for the council – namely related to **housing, finance, information governance and complaints** – where performance is perpetually compromised by a continual growth in demand. What more, interdependencies exist that drive knock on effects, or further sustain impact. Furthermore, these are paired with a lack of a clear foreseeable end to the factors driving the increased pressures and established mechanisms available to limit or counterbalance demand. This is not altogether an Islington-specific challenge, with national trends involved too. Therefore, improvements in these areas are likely to require fundamental system change.

There are a number of challenges relating to **housing** that appear to be driven by self-perpetuating sets of demands linking homelessness, management of council housing and complaints. An increase in homelessness presentations continues nationally (latest government stats for Jan-March 2023, shows homelessness nationally increased by 5.7% compared to the previous year and 11.5% compared to the previous quarter). In Islington, we believe this is due to a combination of domestic abuse, an increase in Section 21 notices, the cost-of-living crisis and properties being in disrepair (damp/ mould/ condensation). Lettings to transferring tenants (which is below target by 3%) is compromised by the focus is on reducing the costly use of nightly paid temporary accommodation (for which there is a growing demand) while the overall yearly number of social housing properties

available to let reduces year on year. At the same time, there was a high volume of damp and mould work this quarter, as the quality of homes including management of damp and mould is a key focus for the department. Housing continues to receive growing numbers of **complaints**, predominantly about repairs, as this is arguably a function of the number of properties that we are responsible for and the number of repairs we carry out. In Q1, housing had a backlog of stage 1 complaints, creating greater demand at stage 2 of the process and this trend is expected to continue until the end of Q2 (all stage 2's remain within SLA). These issues broadly connect and while the ongoing programme of providing new homes could help to alleviate issues if it leads to a net gain of council homes, it is possible that more homes will attract more demand for homes within Islington and increase the need for maintenance.

**Freedom of Information and Subject Access Requests (SARs)** continue to grow, with Q1 seeing further increases in the number and complexity of requests. This places pressure on the council's ability to respond within target time (90%, set by the Information Commissioner's Office). FOIs achieved a compliance in Q1 of 83%, SARs achieved 67%. FOI Compliance was further impacted by key staff on annual leave and the focus on reducing the stage 1 complaints backlog in Homes & Neighbourhoods. The SAR team continue to work hard to clear requests, but the sheer amount of information mean that delays are inevitable. The council has been monitored by the ICO twice and the ICO were critical of our compliance. Continued failure to meet this target puts the council at risk of further monitoring which could result in a public reprimand from the ICO or an enforcement notice being issued (failure to comply with a notice can result in a fine of up to £17.5m).

The **General Fund Forecast Outturn Variance from Balanced Budget** for Q1 shows significant gross overspend of £12.2m before applying the £5m Inflation, Energy and Demand Contingency, to bring the net overspend down to £7.2m. There are outstanding risks in particular around the 2023/24 pay award which could worsen the estimated outturn. The majority of overspend is split between Adult Social Care (+£2m due to unavailability of beds in care homes), Environment and Climate Change (+£4m shortfall in income in the Parking account), and Children and Young People (+£0.7m due to growth in personal travel budgets in the SEND transport budget). This is alongside last year's budget pressures which reduced the earmarked reserves in 2022/23 by £37m. At the end of Q1, total debt outstanding (long and short term) is £257.6m with £3.383m of interest paid and accrued on this debt. It is expected that these figures will rise, in line with the approved capital programme and in light of funding challenges and rising interest rates.

## 2. Challenge of understanding complex needs and how to affect change

Complexity in issues, for example influential factors and knowing how to affect change, underpin challenges across the council, namely **persistent absence, inequalities in educational attainment, completion of drug treatment, recycling levels and our own sickness absence and use of agency staff**. These tend to exhibit a 'stuck' nature, be long term with little shift seen over time, partners are often involved and while they are presented as singular issues, they are likely to be deeply systemic and inter-related with other issues. Improvement in these areas is likely to require a deeper understanding of the influencing factors. While these factors are likely to be complex, improvements may not require fundamental system change.

Provisional 2022/23 attendance figures show **persistent absence (PA) and severe persistent absence** are up on last year. This is not surprising as this was the first full year with absence due to Covid being included in the data, so the figures are not directly comparable. Provisional 2022/23 data shows 25.8% PA, 2.0% severe PA – 350 pupils at Islington schools excluding New River College.

However, we know from benchmarking that Islington's ranking has also dropped. A key inequality identified in provisional **education outcomes** for Black Caribbean and Mixed White and Black Caribbean groups in Islington show these groups do not perform as well as similar groups nationally for Phonics at the end of Year 1, for reading at the expected standard by the end of Key Stage 1 and for combined outcomes (reading, writing and maths) at the end of Key Stage 2 (although encouragingly Islington's Black-Caribbean pupils out-performed their peers, nationally, in Writing and Maths in the provisional 2023 Key Stage 2 results).

**Successful completion of drug treatment** reported so far in 2022/23 remained at 8% (target: 20%). The number in drug treatment increased during the pandemic to ensure ongoing support and treatment services retained people in their care for longer, and has continued to grow since.

The confirmed 22/23 **household recycling rate** is 27.7%, our lowest rate for fifteen years and as against the 21/22 rate of 30.1% and 22/23 target of 33%. The overall downward trend is attributed to the economic downturn and similar impacts are being experienced by five out of the seven NLWA boroughs. Total residual tonnages are down 4.7% in 22/23 whilst total recycling tonnages are down 14.8%. Somewhat more positive is that the residual waste per household in 22/23 was 350.1kg compared to 367.5kg the previous year, though still short of the 329kg target. A plan is in place to target performance in this area.

Due to **Sickness absence** in Q1, we lost an average of 9.79 days per employee (London Councils' average in 2022/23: 9.77 days). This puts LBI in the third quartile for all London councils and second quartile for inner London boroughs. The main causes of sickness remain consistent: musculoskeletal and mental health related. Further analysis of our sickness absence is underway as part of the performance report to Policy and Performance Scrutiny in November. Our **Agency usage** is similarly an ongoing challenge, with use growing quarter on quarter since 2020 to 14.09% of workforce by FTE in Q1, up by 0.9% from Q4, although it remains lower than the London average of 14.29%. Percentages of agency workers are highest in in Adult Social Care (28%), Environment and Climate Change (18%) and Homes & Neighbourhoods (17%). Deeper insights are provided in the Organisational Health section of the report.

### 3. Challenge in delivering at scale

A few council objectives appear challenged by the scale of delivery involved. These areas often require engagement with partners and while some issues may be complicated, they tend not to be complex or systemic. This challenge is seen in the take up of **childcare bursaries, electric-vehicle charging points, London Living Wage accreditation** and **Shine** referrals.

Take up of **Childcare Bursaries** continues to be lower than anticipated, with only £14.6k awarded in Q1, from a pot of £160k pa. Recent changes to government policy on Universal Credit childcare payments may be reducing demand for our childcare bursaries, and the impact of the new DWP policy is being fully assessed. However, UC can only provide childcare support for a maximum of two children, so our bursaries can cover costs for additional children. We are also likely to be the first port of call for training and education related requests. Currently we are on track to spend about 50% of the total allocation.

We added a further 73 **Electric Vehicle Charging Points** in Q1 but are still ten short of last year's 500 target and a further hundred to be programmed by end of March 2024. Delivery has been held up by negotiations with the supplier around costs and procurement framework issues. However, we have recently completed public consultation on a further 117 lamp column charging points, delivery of

which will begin in January 2024. As at June 23, Islington continued to stand 9<sup>th</sup> of all London Boroughs for the number of publicly accessible EVCP's per 100,000 population.

14 employers achieved **London Living Wage accreditation** in Q1, so there are now 309 accredited living wage businesses in Islington. However, we will need to increase the pace to meet the manifesto target of 450 LLW employers over the period 2022-26. A range of engagement-related actions are being undertaken. We are also cognisant of the challenging economic environment in which businesses are operating, and the cost of accreditation is not a priority for business owners, while they may still be paying the LLW.

As at the end of Q1, **SHINE** referrals at 655 are lagging the profiled target of 780, notwithstanding that most activity is in the autumn and winter. The reasons for this are mainly staffing and capacity issues and referrals have now picked up in July and August. Debt write-off is well ahead of target.

#### 4. Challenge of joined-up working across the Council

A few challenges raised this quarter spanned the scope of a couple of Council directorates or service areas. This applied to **care experienced young people are in Education, Employment or Training, carbon emissions from the council's fleet vehicles, numbers killed and seriously injured on our roads and increasing tree canopy cover.**

It continues to be challenging to ensure that our **care experienced young people are in Education, Employment or Training** and we are well below our target set by the Corporate Parenting Board. There are a number of strands to this work including Lifelong Corporate Parenting and ensuring our care experienced young people can gain work experience/ apprenticeships/ employment within the "family business" – the council.

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**Carbon emissions from the council's fleet vehicles** are very similar to Q1 last year and 44% below the profiled target. This is due to the increase in vehicle numbers, up overall from 502 to 545 in the last twelve months, mainly in housing repair, which has an additional (mainly diesel) 47 hire vehicles for damp/mould related works. These new hired vehicles are effectively offsetting improvements arising from electrification of the fleet.

**New 'Killed and Seriously Injured'** (KSI) data for 2022 shows a reversion to the 2019 level of 111, as compared to 96 in 2021 and 84 in 2020 (lockdown years with lower levels of traffic). Hackney and Camden show a similar trend. There were two fatalities, one cyclist and one car passenger, with the overall figure breaking down as 34 pedestrians, 46 cyclists, 21 motorbike/moped rider or pillion, 6 car occupants, and 4 others. A fuller analysis is underway, particularly in respect of location, as between TLRN and local roads, and with respect to low traffic neighbourhoods.

The 2030 plan references **increasing tree canopy** cover alongside the manifesto commitment to 600 net new council-owned trees a year. The 2022/23 figure was only 217, partly due to high weather-related losses, higher planting/maintenance costs and near saturation of the easier sites.

#### 5. IT / tech / data issues

This quarter raised a range of tech and data issues from ongoing impacts of **cyber-attack in the Mental Health Trust Care Notes data entry system**, poor data quality affecting the appearance of performance for **London Living wage entry level jobs** and number of **apprenticeships starts**, and severe outages affecting reporting of the **substance misuse service**.

The **cyber-attack on the Mental Health Trust Care Notes data entry system** is having ongoing impacts. Q1 was the first quarter The Trust followed the new reporting method for monitoring



safeguarding performance. Although reporting was a success, there are ongoing challenges with validations and data quality.

134 **London Living Wage entry level jobs** were delivered in Q1, which is well below target. This is likely to be a data collection issue as not all partners across the Islington Working Partnership are routinely collecting and reporting this data.

The number of **apprenticeships starts** in Q1 (37 – 8 within the Council and 29 with an external employer) is below profiled target (50). In part, this can be explained by no data received from key partners with strong performance around apprenticeships. Once this data is received, we will have a better sense of actual performance.

There were issues affecting reporting due to the severe outage issues with the **substance misuse service’s** case management system that happened earlier in the year. This impact has been addressed and is monitored to ensure effective reporting.

### 2.3. Key strategic areas of focus going forward

This section identifies significant areas of focus going forward by mission and priority. More areas of work are set out in the detailed narratives in Section 3.

| <b>CHILD-FRIENDLY ISLINGTON</b>  |  |
|--|--|
| <b>Lifelong learning skills and enrichment</b>                             | <p>21 <b>schools</b> have been identified for <b>additional support</b> from the local authority. This support will focus on Ofsted preparation, improving outcomes and supporting schools in financially challenging circumstances.</p> <p><b>Persistent and severe absence and suspensions:</b> All Islington schools have been RAG rated and allocated a named attendance officer from the LA. As part of the new statutory guidance, officers will meet with all schools on a termly basis to review action plans that are in place to improve attendance with a focus on reducing persistent and severe absence. The DfE have met with the LA to discuss, and quality assure its implementation plan. Visits will commence in the autumn term 2023. The LA has established the deputy and pastoral secondary Heads Network to develop strategies and plans to reduce permanent exclusions and suspensions. Provisional 2022/23 local data suggests there were fewer suspensions in both Islington primary and secondary schools in comparison to the previous year.</p> |
| <b>SAFE PLACE TO CALL HOME</b>   |  |
| <b>Building new homes and investing in the safety of our current stock</b> | Ongoing delivery of our <b>New Build programme</b> with 121 new Council homes to be completed this year: Andover B2 (6 homes), Andover Estate (36 homes), Beaumont Rise (27 homes), Dixon Clark Court (41 homes) and Windsor Street (11 homes).  |
| <b>Prevent homelessness and reduce rough sleepers</b>                      | <p>Increasing the <b>number of homeless decisions</b> made within 56 days and removing backlog by implementing activity such as overtime for staff.</p> <p>Implementation of discharge policy, client made offers of Private Rented Sector properties as alternative to <b>nightly paid temporary accommodation</b>.</p>   |



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|---|---|
| <p><b>Ensure effective management of council housing</b></p>                                | <p>The quality of homes including management of <b>damp and mould</b> is a key focus going forward. A paper describing more detail on progress and plans to manage damp and mould was presented to CMB in April.</p> <p>A focus on <b>resident satisfaction</b> and how we improve our services following resident feedback. LBI scores 65% for overall satisfaction measure, which falls within the London Councils upper quartile, but significantly lower than the national average of 79.3%. Up to October we will be running a survey with a sample of residents to gather satisfaction levels. This will give us more data at a granular detail to analyse and action. For now, housing needs are holding mystery Shopping and customer focus groups and community drop-in surgeries.</p> |
| <p><b>Making our communities safer</b></p>  | <p>There is a current member priority for the provision of <b>dockless bike parking</b> places. There is a pilot of not less than six bays scheduled for October and fifty per year from summer of 2024. This picks up on both Net Zero, Independent lives and 'confident to walk' themes in the 2030 plan.</p> <p><b>Safeguarding data quality</b> is a key area of focus is to improve data quality to assist the safeguarding board with their overarching responsibilities. A Power BI dashboard has been produced to monitor performance, data quality and productivity in real time to empower social work teams to self-serve and take ownership of their performance with oversight from SLT.</p>   |
| <p><b>COMMUNITY WEALTH BUILDING</b></p>   |   |
| <p><b>Promoting economic wellbeing</b></p>  | <p>Adoption and implementation of <b>Apprenticeships and Career Pathways strategy</b>, to accelerate delivery of manifesto target.</p>  |
| <p><b>Progressive procurement</b></p>   | <p>Embedding and rolling out our new <b>Contracts Register</b> which will provide better information on our contracts and make it easier to identify opportunities to deliver social value, including through working with local suppliers.</p>   |
| <p><b>Creating an inclusive economy</b></p>   | <p>Sign off and adoption of two key documents: <b>The Local Plan</b>, and the <b>Strategic Asset Management Plan</b>.</p>   |
| <p><b>GREENER, HEALTHIER ISLINGTON</b></p>  |   |
| <p><b>Delivering Net Zero Carbon</b></p>  | <p>A key part of the programme to increase <b>recycling rates</b> is the rollout of the food recycling service to all suitable estate properties with the target of 100% by the end of 23/24. A further £2m over three years has been committed to support the transformation of recycling facilities across all of the council's estates and programme is ongoing.</p> <p>Environment and Housing will need to work closely together to meet the ambitious <b>net zero fleet emission reductions</b>.</p>  |
| <p><b>Integrating Health and Care to provide seamless support for those who need it</b></p> | <p>Preparing for the <b>Care Quality Commission (CQC)</b> is a key area of focus going forward. The team have been working through the self-assessment process preparing for a peer review in October 2023.</p> <p><b>Reablement</b> supports people manage living back at home after illness. In Q1 the reablement team expanded the offer and started to take referrals from the community. Ensuring delivery of a high-quality service with positive outcomes for residents is a key area of focus moving into Q2.</p> <p>We recently went live with the Brain in Hand app which provides day-to-day <b>support for those with learning disability, autism and those who experience</b></p>  |

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|--|--|
|  | <p><b>mental health and anxiety.</b> We are running a pilot across the department with up to 7 residents. We will start capturing the outcomes of the pilot in Sept '23.</p> <p>Public Health officers are collaborating with wider stakeholders to plan and implement <b>substance misuse interventions</b> and service enhancements through additional investment delivered by the National Drug Strategy. Specifically, there is a focus on increasing numbers of people accessing treatment via the (1) criminal justice system, (2) healthcare settings, and (3) community pathways such as via Community and Voluntary (third sector) organisations.</p> |
| <b>FAIRER TOGETHER</b>   |  |
| <b>Empowering strong and supportive communities</b>  | <p>Piloting <b>participatory grant making</b> at two council estates (Nailor and Boston). Residents will receive community organiser training and will be involved in developing projects which will be funded based on votes received from residents on the estate.</p> <p>Establishment of a <b>corporate citizens panel model</b> to provide core infrastructure for services to tap into to “stay on the pulse” of community priorities to set strategic direction.</p> <p>Launch the <b>new Black cultural centre</b> and facilitate the delivery of a dynamic offer that represents and serves the needs of the community (Q2&amp;3).</p>                |
| <b>Delivering high quality early intervention and prevention services</b>                                | <p>Hard launch of the <b>Central and South Hubs in September 2023</b>. Northern Hub launch in partnership with Manor Gardens – planned for launch and opening in January 2024.</p> <p>Embed a flexible offer of support through the <b>Bright Lives Coaching Service</b> enabling residents to achieve positive outcomes quicker. Define the Bright Lives ASB support offer via a coalition of VCS partners.</p>   |
| <b>Driving system change that supports more effective, joined up early intervention &amp; prevention</b> | <p>Borough wide development and design of <b>Child friendly city transformation programme</b> – to develop a new Child and Youth Friendly Model across Islington in partnership with Local Businesses, Children and Young people, VCS and partners.</p> <p><b>Complete Bright Lives Alliance pilot</b> and share learning to define the model for the new no wrong front door operating model.</p>   |
| <b>ORGANISATIONAL HEALTH</b>   |  |
| <b>Harness digital technology for the benefit of the resident</b>  | <p>A particular focus for Digital projects will be to strengthen ‘<b>User Acceptance testing</b>’ to prevent unfavourable outcomes.</p>  |
| <b>Make sure our workforce is diverse, skilled and</b>   | <p><b>Workforce plan and Talent Attraction</b> plan to address skills shortages and hard to fill roles.</p> <p>While the number of starts to <b>council apprenticeships</b> were on a par this quarter with Q1 last year, work is in development to expand the number of new start apprenticeships for coming quarters.</p>  |

|  |  |
|--|--|
| <b>highly motivated</b>                  | <b>Sickness deep dive</b> as part of the performance report to Policy and Performance Scrutiny.  |
| <b>Be open and accountable</b>           | The focus for <b>Information Governance</b> will be on a range of measures from training for all members of the new team; Remediation plans to address backlogs; Investigate options for automation software and scanning; and identify frequently asked FOI questions so information can be published to reduce requests. |
| <b>Improving the resident experience</b> | New complaints governance scorecard developed to monitor complaints at all stages with themes, trends and learning reviewed for raising at CMB and PLM.  |

## 2.4. Resident view

There was considerable media coverage and scrutiny over the council's proposals and engagement process for the Sobell Leisure Centre following a flood in 2022.

# Anti-Social Behaviour – Evidence Policy and Performance Scrutiny Committee.

**Ian Swift, Director of Housing Operations**

# Context

Page 52

- 26,000 Islington Council tenants
- 10,000 Leaseholders with 4,500 occupied as private rented tenancies
- 17,800 Housing Association properties
- Housing Ombudsman Spot Light report and investigations 11% nationally
- Regulator of Social Housing Tenant Satisfaction Measures and new regulatory regime
- Proposed new Housing Management restructures
- Partnership work
- Resident satisfaction

# Partnerships

- Housing Association partnership agreement – attached to these slides
- Joined up approach with Adult Social Care, Health, Children's services, and across all of Homes and Neighbourhoods to breakdown silo working
- Seeking residents' views through the 60 community drop in sessions
- Resident surveys
- Resident focussed and providing services as if we are providing that service to an important member of our own family
- Working with partners to address the vulnerabilities across Islington to
- Community centres used for community drop-in sessions on a regular basis

# ASB PROGRAMME

Areas of collaboration between Housing Tenancy and ASB Programme

- **ASB Reporting Form** developed through IT (Granicas Pilot and the Resident Experience Programme)
- **ASB Policy** - bringing together existing policies regarding ASB to create single policy across the organisation
- **ASB Case Management Team** – a new team focusing on effective management of ASB Cases across the organisation
- **ASB Data** – creating a single view of ASB enabling responsive work and long-term problem solving



# Honest reflection

- What is working well
- What isn't working well
- How would you like the future to look?

Page 56

# Questions?

Thank you

# Islington's Housing Providers' Partnership





# Islington's Housing Providers' Partnership



The purpose of the partnership agreement is to link housing association providers in Islington and Islington Council in partnership to facilitate local delivery on key strategic themes. This partnership agreement also provides corporate leadership as a strategic housing authority in delivering the **'Islington Housing Strategy'**.

Page 58

**The housing crisis takes many forms, and the challenges we face in Islington need solutions that fit our own local circumstances. Rough sleeping and homelessness are the most visible and damning indication of the crisis we face. But there are many other aspects, including the barriers facing young people trying to set up their first home, older people looking for better choices to help them stay living independently, families wanting somewhere stable to put down roots but living on short term tenancies in the private rented sector.**

The housing crisis is as serious as it has ever been and the economic, social and environmental landscape remains unstable and unpredictable, due to the COVID pandemic, austerity measures introduced by central Government and the cost of living crisis. In such an environment the pressure on Islington Council and housing association partners is profound, and effective joint partnership working is crucial to make sure people in the Islington communities receive the housing and support they need.

Islington Council and our housing association partners share a strong common vision and purpose to provide much-needed affordable housing, prevent homelessness, and provide the highest standards of management for the maintenance and management of our homes.

The following helps to demonstrate the areas Islington Council and our housing association partners have a successful partnership arrangement already in place and this partnership agreement will help to further advance this partnership work:



For effective partnership working, Islington Council and our housing association partners need a better understanding of each other's businesses, and the operating environment in which both are working. Therefore, the Islington Housing Association Partnership Agreement between the council and Housing Association partners identifies safe, decent and affordable housing as our priority – homes to fit the needs and aspirations of current and future residents. This vision is intended to sketch out our ambitions, and to give a framework for more detailed partnership work to follow.

Although public strategic agreements are not essential, they can be very helpful in focusing partners on shared objectives and setting out delivery expectations. Hence, why this partnership agreement is important. The partnership's objectives contained within this agreement align with those of the individual organisations that form part of it. Housing Association partners would also be welcomed to attend and be represented at the council's strategic forum i.e. Children's and Adults Safeguarding Forums.

It is equally important that housing association executives are visible in Islington. This means having regular meetings with the council leader, the executive member for housing, the chief executive and the corporate director of homes and neighbourhoods. Visibility also means that the housing association chief executive intervenes personally, proactively, and effectively where things go seriously wrong – in terms of either development or local housing management. This intervention would provide demonstrable evidence to local councillors and the local media that the association is taking local issues seriously, fosters trust and helps to ensure that the 'brand reputation' of the association is maintained with the council. Housing Association representatives would also be welcomed to attend the Housing Scrutiny Committee to help to demonstrate a transparent partnership framework.

#### **We would want to ensure the following frameworks are adopted by all partners**

- Ensure vital services for tenants and leaseholders in Islington are easy to access, and responsive to residents' individual circumstances.
- To ensure a consistent level of capital investment and asset management into homes in Islington.
- As part of being locally accountable, to be able to provide transparent and measurable information at borough level about levels of service and investment.
- Work with all partners to ensure the needs of vulnerable and multiple complex needs residents are addressed with statutory agencies.
- Promoting local employment opportunities and investing in the local economy of Islington
- Promoting higher management standards, following national best practice and shared learning.

This partnership agreement is a statement on how Islington Council and its housing association partners can work in partnership to improve residents' individual and community well being.

We know we can't do this alone, and some of these issues could need a twenty-year effort to really resolve. But we know we will only succeed with the help, support and commitment of local communities, and housing associations.

Housing plays a central part in people's lives. We all need and deserve a safe, decent and affordable home to provide the stable foundation for everything else that we want to achieve for ourselves and our families, a home that gives us the secure, warm, dry haven we all need. When we fail to provide that, the impacts on individuals and society as a whole can be severe and long lasting, as we see all too clearly in our work to tackle homelessness and rough sleeping.

To give our children the best start in life, we know that good housing with room for families to grow, and access to green spaces to play, helps to give kids the healthy and stable start that sees them starting school ready to learn, and better placed to do well as they progress. We also know that our care experienced young people need to have stable, secure accommodation to reach their potential. Our economic future depends on keeping and attracting the people who will make Islington a place of ideas and invention, a modern economy that draws in investment, visitors and talent. We need our housing offer to be an affordable and attractive one – to provide an excellent quality of life, connected to education and employment, in neighbourhoods all across Islington that our future generations will want to make their home.

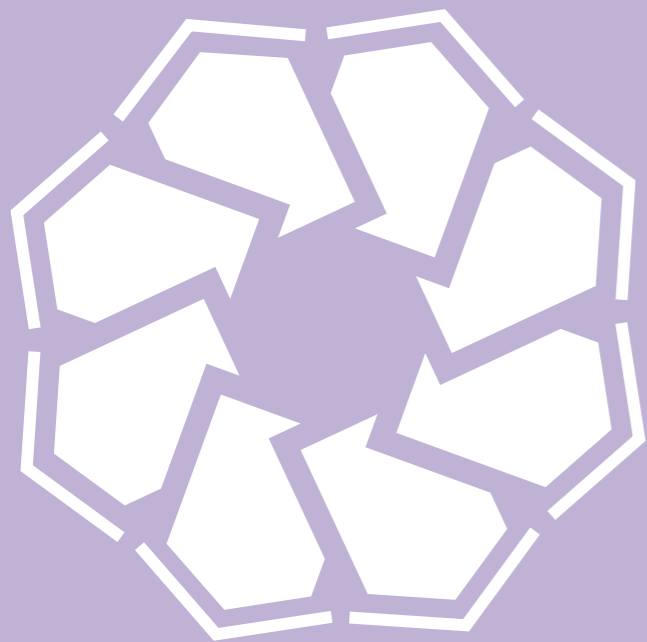
Over 17,500 properties in Islington are home to housing association residents, and we have 48 housing association partners who provide homes and neighbourhoods for a significant proportion of Islington's residents. It is therefore clearly important that the Council and housing associations work in partnership to deliver the best housing outcomes we can for our residents and communities.

For many of us, the right home can enable us to live healthier, more independent lives for longer than would otherwise be possible. Health inequalities within Islington are often reinforced by poor quality housing, which we need to address if we are to achieve our ambitions to deliver a radical upgrade in the health of Islington residents. Providing specialist supported housing will be an important contribution, but well-designed mainstream homes need to be at the heart of our approach. These need to be homes Islington residents can afford – our aspirations for inclusive growth, bringing the benefits of economic development to everyone in Islington, will be frustrated if the cost of finding the right home in the right place is out of reach for too many of us. That includes the cost of keeping homes warm – quality, modern, properly insulated and energy efficient homes are cheaper to run as well as helping reduce carbon emissions and being better suited to deal with our changing climate.

All partnerships need to be underpinned by a common understanding and common purpose. No one partner has all the answers to everything and people need to follow as well as lead, therefore, this partnership agreement sets out a challenging partnership arrangement going forward.

A driver for change is focused on listening to the residents who live in affordable housing in Islington and acting effectively where their concerns are greatest. We wish to ensure through this partnership agreement to enable residents having sufficient information on performance data, complaints are dealt with effectively; and that resident engagement and scrutiny measures are made more effective. The Council shares those concerns and believes that if these issues are addressed, it will provide the platform for wider community wellbeing outcomes the Council and its partners are seeking to deliver.

This is why our ambition to be a world leader in delivering new net zero carbon homes alongside finding ways to accelerate retrofitting of our existing homes is so important.



# Our partnership vision is:

- ❁ Islington council wishes to be seen as the best council in England and to achieve this a strong and effective partnership is required with our housing association partners.
- ❁ That our existing homes receive the investment they need to meet and exceed modern requirements for their building safety, security, warmth and physical accessibility. This includes retrofitting our existing homes to meet our ambitions for net zero carbon homes.
- ❁ Ensure all properties are free from mould and damp.
- ❁ Work in partnership with the council to address the challenges residents face with the cost of living crisis.
- ❁ Fulfil all areas of our corporate parenting duty by treating the care experienced within our homes as we would our own children this includes areas such as, understanding that care experienced young people may need a different response due to their past trauma, employment opportunities within the housing association, assisting through liaison with the leaving care service when residents are in rent arrears or at risk of eviction and making all attempts to resolve situations.
- ❁ Those homes will be part of neighbourhoods of choice, connected to economic opportunities and strategic infrastructure, and offering an excellent quality of life for all parts of the community.
- ❁ All partners are confident that our homes will be well managed and safe, decent and affordable.
- ❁ People in housing need, homeless or at risk of becoming homeless can quickly access social housing or other affordable housing options so they can retain their place in Islington.
- ❁ That no-one will need to sleep rough in Islington.
- ❁ We consistently deliver the right homes in the right places, providing the number and mix of new homes for the future needs of Islington.
- ❁ The new homes we build enhance the choice, affordability, quality and variety of housing available in neighbourhoods, and are accompanied by social and other infrastructure residents need and the existing community to thrive, including schools, health facilities and green spaces.
- ❁ That the quality and design of new homes means we can better match the housing supply to the future housing needs and incomes of all of Islington's residents.
- ❁ We aim to ensure the construction industry in Islington is a centre of excellence and innovation.
- ❁ We will benchmark across the partnership to drive service improvements for the benefit of residents.
- ❁ We will aim to be in the top quartile for all national performance indicators published by the regulator of social housing.
- ❁ All partners to contribute positively to community safety and anti-social behaviour work.
- ❁ Listen and respect residents' views. But more importantly respond to these views.
- ❁ Respect diversity and promote equality of opportunity for all sections of society.
- ❁ Be transparent and honest with everyone.
- ❁ Respond to elected member and MP enquiries within 10 working days.
- ❁ Openly share best practice or learning insights/examples across the local partnership.
- ❁ Improve resident engagement in order to empower residents.
- ❁ We will work together to prevent homelessness.
- ❁ Participate in refugee resettlement programmes to ensure that this offer also includes those displaced by war and needing sanctuary.
- ❁ Work in partnership with the council to develop housing first across Islington.
- ❁ Work in partnership to develop best practice in fire risk assessment and building safety.
- ❁ Contribute to the development and implementation of the housing strategy and the homelessness prevention and rough sleeping strategy.
- ❁ Commit to meeting the needs of all vulnerable tenants.
- ❁ Work in partnership to deliver the council's care values.
- ❁ Ensure 100% of new build lettings and 95% of subsequent lettings are allocated through a partnership nominations agreement.

**If you would like this information in another language or reading format, such as Braille, large print, audio or Easy Read, please contact 020 7527 2000.**

For any enquiries please contact:



**Service Improvement**

Homes and Neighbourhoods  
222 Upper Street, Islington, N1 1XR



**[Service.Development@islington.gov.uk](mailto:Service.Development@islington.gov.uk)**



**[www.islington.gov.uk/housing](http://www.islington.gov.uk/housing)**

Published August 2023



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# FORWARD PLAN OF KEY DECISIONS



# ISLINGTON

## **KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 30 NOVEMBER 2023 AND BEYOND**

Page 63

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

Islington Council  
Town Hall  
Upper Street  
London N1 2UD

Published on 2 October 2023

Agenda Item D4

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 30 NOVEMBER 2023 AND BEYOND

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

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

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

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

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

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

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

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

# FORWARD PLAN OF KEY DECISIONS

|    | Subject/Decision  | Ward (s)  | Decision taker   | Date(s) of decision | Background papers | If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'. | Corporate Director/Head of Service<br>Executive Member<br>(including e-mail address)                      |
|----|---|-----------|--|---------------------|-------------------|---|---|
| 1. | Procurement strategy for Highbury Fields Café building                        | All Wards | Acting Corporate Director of Homes and Neighbourhoods  | 2 October 2023      | None              | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a>                   |
| 2. | Procurement strategy for New River College main contractor                    |           | Director of Inclusive Economy and Jobs (Joint Acting Corporate Director Community Wealth Building) | 5 October 2023      | None              | Open  | Caroline Wilson<br><a href="mailto:Caroline.wilson@islington.gov.uk">Caroline.wilson@islington.gov.uk</a> |
| 3. | Leisure Contract CPI uplift   | All Wards | Acting Corporate Director of Homes and Neighbourhoods  | 6 October 2023      | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)                           | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a>                   |
| 4. | Procurement strategy for deep cleaning framework for Islington resident homes | All Wards | Director of Adult Social Care  | 10 October 2023     | None              | Open  | John Everson<br><a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>          |

# FORWARD PLAN OF KEY DECISIONS

|    | Subject/Decision                           | Ward (s)  | Decision taker | Date(s) of decision | Background papers | Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting? | Corporate Director/Head of Service Executive Member (including e-mail address)   |
|----|--|-----------|----------------|---------------------|-------------------|---|--|
| 5. | Procurement strategy for film service      | All Wards | Executive      | 19 October 2023     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Councillor Roulin Khondoker, Executive Member for Equalities, Culture and Inclusion<br><a href="mailto:Roulin.Khondoker@islington.gov.uk">Roulin.Khondoker@islington.gov.uk</a>  |
| 6. | Purchase of 310 ex-Right to Buy properties | All       | Executive      | 19 October 2023     | None              | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>                    |
| 7. | School Organisation Phase 2                | All       | Executive      | 19 October 2023     | None              | Open  | Jon Abbey<br><a href="mailto:Jon.abbey@islington.gov.uk">Jon.abbey@islington.gov.uk</a><br><br>Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families<br><a href="mailto:michelline.ngongo@islington.gov.uk">michelline.ngongo@islington.gov.uk</a> |

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|-----|---|-----------|--|---------------------|-------------------|---|--|
| 8.  | Procurement strategy for temporary accommodation            | All Wards | Executive  | 19 October 2023     | None              | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a><br><br>Councillor Una O'Halloran, Executive Member for Homes and Communities<br><a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a>           |
| 9.  | Procurement strategy for Mental Health Employment Service   | All Wards | Executive  | 19 October 2023     | None              | Open  | John Everson<br><a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a><br><br>Councillor Nurullah Turan, Executive Member for Health and Social Care<br><a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a> |
| 10. | Contract award for consultancy services for RE:FIT projects | All Wards | Director of Planning and Development (Joint Acting Corporate Director Community Wealth Building) | 20 October 2023     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Karen Sullivan<br><a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>   |

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|-----|---|-----------|--|---------------------|-------------------|---|---|
| 11. | Contract award for supported living accommodation for service users with learning disabilities - Windsor Street | All Wards | Director of Adult Social Care  | 1 November 2023     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | John Everson<br><a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>          |
| 12. | Contract award for Microsoft Windows Software Enterprise Agreement  | n/a       | Corporate Director of Resources  | 1 November 2023     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Dave Hodgkinson<br><a href="mailto:Dave.jodgkinson@islington.gov.uk">Dave.jodgkinson@islington.gov.uk</a> |
| 13. | Contract award for the Barnard Park Project   | Barnsbury | Director of Inclusive Economy and Jobs (Joint Acting Corporate Director Community Wealth Building) | 3 November 2023     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Caroline Wilson<br><a href="mailto:Caroline.wilson@islington.gov.uk">Caroline.wilson@islington.gov.uk</a> |

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|---------|------------------|--|----------------|---|-------------------|---|---|---|
| Page 69 | 14.              | Procurement strategy for Legal Disrepair Works                                   | All Wards      | Acting Corporate Director of Homes and Neighbourhoods | 7 November 2023   | None  | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a> |
|         | 15.              | Procurement strategy for brickwork repair works                                  | All Wards      | Acting Corporate Director of Homes and Neighbourhoods | 7 November 2023   | None  | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a> |
|         |                  | Procurement strategy for an estate recycling site enclosures framework agreement | All Wards      | Acting Corporate Director of Homes and Neighbourhoods | 10 November 2023  | None  | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a> |
|         | 17.              | Contract award for Parking Services debt recovery                                | All Wards      | Acting Corporate Director of Homes and Neighbourhoods | 10 November 2023  | None  | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information) | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a> |

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|---------|------------------|---|----------------|--|-------------------|---|---|--|
| Page 70 | 18.              | TfL 2022/23 - 2024/25 LIP Delivery Plan, Cycle Improvement Plan and Bus Priority Programme update | All Wards      | Director of Planning and Development (Joint Acting Corporate Director Community Wealth Building) | 20 November 2023  | None  | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information) | Karen Sullivan<br><a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>   |
|         |                  | Contract award for Home Care  | All Wards      | Director of Adult Social Care  | 21 November 2023  | None  | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information) | John Everson<br><a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>   |
|         | 20.              | Procurement strategy for Wellbeing Service  | All Wards      | Executive  | 30 November 2023  | None  | Open  | John Everson<br><a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a><br><br>Councillor Nurullah Turan, Executive Member for Health and Social Care<br><a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a> |

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|-----|--|-----------|----------------|---------------------|-------------------|---|---|
| 21. | Response of the Executive to Health and Care Scrutiny Committee - Health Inequalities and Covid-19         | All Wards | Executive      | 30 November 2023    | None              | Open  | Jonathan O'Sullivan<br><a href="mailto:Jonathan.O'Sullivan@islington.gov.uk">Jonathan.O'Sullivan@islington.gov.uk</a><br><br>Councillor Nurullah Turan, Executive Member for Health and Social Care<br><a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a> |
| 22. | Procurement strategy for testing and maintenance of fire protection, fire detection and emergency lighting | All Wards | Executive      | 30 November 2023    | None              | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a><br><br>Councillor Una O'Halloran, Executive Member for Homes and Communities<br><a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a>                                |
| 23. | Islington Boxing Club: Grant of new lease  | Hillrise  | Executive      | 30 November 2023    | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Caroline Wilson<br><a href="mailto:Caroline.wilson@islington.gov.uk">Caroline.wilson@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>     |

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|-----|--|-----------|----------------|---------------------|-------------------|---|---|
| 24. | New build properties pipeline                                | All Wards | Executive      | 11 January 2024     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Karen Sullivan<br><a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>      |
| 25. | Procurement strategy for renewal of main parking contract(s) | All Wards | Executive      | 30 November 2023    | None              | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a><br><br>Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport<br><a href="mailto:rowena.champion@islington.gov.uk">rowena.champion@islington.gov.uk</a>          |
| 26. | Procurement strategy for Council energy contracts            | All Wards | Executive      | 30 November 2023    | None              | Open  | Director of Planning and Development (Joint Acting Corporate Director Community Wealth Building)<br><br>Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport<br><a href="mailto:rowena.champion@islington.gov.uk">rowena.champion@islington.gov.uk</a> |

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|-----|---|-----------|----------------|---------------------|-------------------|---|---|
| 27. | Finsbury Leisure Centre Redevelopment                         | All Wards | Executive      | 30 November 2023    | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Karen Sullivan<br><a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>    |
| 28. | Fees and charges  | All Wards | Executive      | 30 November 2023    | None              | Open  | Dave Hodgkinson<br><a href="mailto:Dave.jodgkinson@islington.gov.uk">Dave.jodgkinson@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a> |
| 29. | Procurement strategy: Office furniture and equipment supplies | n/a       | Executive      | 30 November 2023    | None              | Open  | Caroline Wilson<br><a href="mailto:Caroline.wilson@islington.gov.uk">Caroline.wilson@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a> |

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|-----|---|-----------|----------------|---------------------|-------------------|---|---|
| 30. | Culture Strategy  | All Wards | Executive      | 30 November 2023    | None              | Open  | Councillor Roulin Khondoker,<br>Executive Member for Equalities,<br>Culture and Inclusion<br><a href="mailto:Roulin.Khondoker@islington.gov.uk">Roulin.Khondoker@islington.gov.uk</a>   |
| 31. | Procurement strategy for enforcement agency services for council tax and business rates | All Wards | Executive      | 30 November 2023    | None              | Open  | Dave Hodgkinson<br><a href="mailto:Dave.jodgkinson@islington.gov.uk">Dave.jodgkinson@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a> |
| 32. | Procurement strategy: Supply of building and construction materials                     | All Wards | Executive      | 30 November 2023    | None              | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a><br><br>Councillor Una O'Halloran, Executive Member for Homes and Communities<br><a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a>                            |

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|-----|---|-----------|--|---------------------|-------------------|---|--|
| 33. | Procurement strategy for responsive repairs and maintenance contracts                                 | All Wards | Executive  | 30 November 2023    | None              | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a><br><br>Councillor Una O'Halloran, Executive Member for Homes and Communities<br><a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a> |
| 34. | Contract award for decarbonisation works at Archway Leisure Centre                                    | All Wards | Director of Planning and Development (Joint Acting Corporate Director Community Wealth Building) | 1 December 2023     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Karen Sullivan<br><a href="mailto:Karen.Sullivan@islington.gov.uk">Karen.Sullivan@islington.gov.uk</a>   |
| 35. | Contract award for Islington Violence Against Women and Girls services: Domestic Abuse Refuge service | All Wards | Corporate Director, Children and Young People  | 8 December 2023     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Jon Abbey<br><a href="mailto:Jon.abbey@islington.gov.uk">Jon.abbey@islington.gov.uk</a>  |

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



# FORWARD PLAN OF KEY DECISIONS

|     | Subject/Decision                             | Ward (s)  | Decision taker | Date(s) of decision | Background papers | Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting? | Corporate Director/Head of Service Executive Member (including e-mail address)   |
|-----|--|-----------|----------------|---------------------|-------------------|---|--|
| 36. | Community Wealth Building Strategy           | All Wards | Executive      | 11 January 2024     | None              | Open  | <p>Caroline Wilson<br/> <a href="mailto:Caroline.wilson@islington.gov.uk">Caroline.wilson@islington.gov.uk</a></p> <p>Councillor Santiago Bell-Bradford, Executive Member for Inclusive Economy and Jobs<br/> <a href="mailto:Santiago.BB@islington.gov.uk">Santiago.BB@islington.gov.uk</a></p> |
| 37. | Procurement strategy for New Build framework | All Wards | Executive      | 11 January 2024     | None              | Open  | <p>Karen Sullivan<br/> <a href="mailto:Karen.sullivan@islington.gov.uk">Karen.sullivan@islington.gov.uk</a></p> <p>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br/> <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a></p>  |
| 38. | Accommodation with Care Strategy             | All Wards | Executive      | 11 January 2024     | None              | Open  | <p>John Everson<br/> <a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a></p> <p>Councillor Nurullah Turan, Executive Member for Health and Social Care<br/> <a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a></p>                |

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|-----|--|-----------|-------------------------------|---------------------|-------------------|---|---|
| 39. | Finsbury Square car park letting   | All Wards | Executive                     | 11 January 2024     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | Caroline Wilson<br><a href="mailto:Caroline.wilson@islington.gov.uk">Caroline.wilson@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a> |
| 40. | Executive response to the recommendations of the Environment and Regeneration Scrutiny Committee - Circular Economy and Jobs | All Wards | Executive                     | 11 January 2024     | None              | Open  | Caroline Wilson<br><a href="mailto:Caroline.wilson@islington.gov.uk">Caroline.wilson@islington.gov.uk</a><br><br>Councillor Santiago Bell-Bradford, Executive Member for Inclusive Economy and Jobs<br><a href="mailto:Santiago.BB@islington.gov.uk">Santiago.BB@islington.gov.uk</a>   |
| 41. | Contract award for Mental Health Employment Service  | All Wards | Director of Adult Social Care | 15 January 2024     | None              | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)           | John Everson<br><a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>  |

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|----------------|--|-----------|----------------|---------------------|-------------------|---|---|
| 42.            | Procurement strategy for lift modernisation schemes  | All Wards | Executive      | 8 February 2024     | None              | Open  | Jed Young<br><a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a><br><br>Councillor Una O'Halloran, Executive Member for Homes and Communities<br><a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a>                      |
| 43.<br>Page 78 | Procurement strategy: Mental Health Recovery Pathway | All Wards | Executive      | 14 March 2024       | None              | Open  | John Everson<br><a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a><br><br>Councillor Nurullah Turan, Executive Member for Health and Social Care<br><a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a>            |
|                | Strategic Asset Management Plan                      | All       | Executive      | 14 March 2024       | None              | Open  | Stephen Biggs<br><a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a><br><br>Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance<br><a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a> |

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|------------------------------------|------------------------|------------------|---|---------------------|-------------------|---|--|
| <u>Membership of the Executive</u> |                        |                  |   |                     |                   |   |  |
| <u>Councillors:</u>                |                        | <u>Portfolio</u> |   |                     |                   |   |  |
|                                    | Kaya Comer-Schwartz    |                  | Leader  |                     |                   |   |  |
|                                    | Santiago Bell-Bradford |                  | Executive Member for Inclusive Economy and Jobs           |                     |                   |   |  |
|                                    | Rowena Champion        |                  | Executive Member for Environment, Air Quality & Transport |                     |                   |   |  |
|                                    | Pauline Khondoker      |                  | Executive Member for Equalities, Culture & Inclusion      |                     |                   |   |  |
|                                    | Michelle Safi Ngongo   |                  | Executive Member for Children, Young People & Families    |                     |                   |   |  |
|                                    | Una O'Halloran         |                  | Executive Member for Homes and Communities                |                     |                   |   |  |
|                                    | Nurullah Turan         |                  | Executive Member for Health and Social Care               |                     |                   |   |  |
|                                    | Diarmaid Ward          |                  | Executive Member for Finance, Planning and Performance    |                     |                   |   |  |
|                                    | John Woolf             |                  | Executive Member for Community Safety                     |                     |                   |   |  |

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**SCRUTINY REVIEWS  
IN PROGRESS**

| <b>SCRUTINY REVIEWS 2022/23</b>  |                              |                           |  |   |   |   |
|--|------------------------------|---------------------------|--|---|---|---|
| <b>SCRUTINY REVIEW</b>   | <b>COMMITTEE</b>             | <b>SID approval</b>       | <b>DATE SUBMITTED/DUE TO GO TO EXECUTIVE</b> | <b>RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)</b> | <b>RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE</b> | <b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b> |
| Visibility of Children (school attendance, NEET, children's voice in decision-making, etc) | Children's Services          | <a href="#">08-Sep-22</a> | Sep-23                                       | Dec-23  |   |   |
| Net Zero Carbon 2030 strategy focusing on the Circular Economy and Green Jobs              | Environment and Regeneration | <a href="#">21-Jul-22</a> | Nov-23                                       | Feb-24  |   |   |
| Transformation in Adult Social Care  | Health and Care              | <a href="#">04-Oct-22</a> | Nov-23                                       | Feb-24  |   |   |
| Strategic Review of Overcrowding in Islington  | Housing                      | <a href="#">22-Sep-22</a> | Dec-23                                       | Mar-24  |   |   |
| Cost of Living Crisis  | Policy and Performance       | <a href="#">25-Jul-22</a> | Nov-23                                       | Feb-24  |   |   |

**SCRUTINY REVIEWS 2021/22**

| <b>SCRUTINY REVIEW</b>   | <b>COMMITTEE</b>                   | <b>SID approval</b> | <b>DATE SUBMITTED/DUE TO GO TO EXECUTIVE</b> | <b>RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)</b> | <b>RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE</b> | <b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b> |
|--|------------------------------------|---------------------|--|---|---|---|
| Overview of the Council's 2030 Net Zero Carbon Programme                           | Environment and Regeneration       | Jun-21              | 21-Apr-22                                    | Sep-22  | Mar-23  | To be scheduled in 23-24 work plan                      |
| Waste Management (informal working group)  | Environment and Regeneration       | N/A                 | This was incorporated into the above report. |   |   |   |
| Preparing for the end of PF12 in 2022  | Housing Scrutiny Committee         | Jul-21              | 21-Apr-22                                    | Jul-22  | Jul-22  | To be scheduled in 23-24 work plan                      |
| Communal Heating (mini review)   | Housing Scrutiny Committee         | Jul-21              | 21-Apr-22                                    | Jul-22  | Jul-22  | To be scheduled in 23-24 work plan                      |
| Health Inequalities in the light of the Covid 19 Pandemic                          | Health and Care Scrutiny Committee | Oct-21              | 09-Jun-22                                    | Sep-22  | TBC   | TBC   |
| Special Educational Needs  | Children's Services Scrutiny       | 2021                | 01-Sep-22                                    | Dec-22  | May-23  | To be scheduled in 23-24 work plan                      |
| Employment, Business and Economy/Financial Effects on Council – COVID (main topic) | Policy and Performance             | Jul-21              | 09-Jun-22                                    | Sep-22  | Mar-23  | To be scheduled in 23-24 work plan                      |
| Performance Management and Development (informal working group)                    | Policy and Performance             | Jul-21              | 09-Jun-22                                    | Sep-22  | Mar-23  | To be scheduled in 23-24 work plan                      |

**Older Outstanding Scrutiny Reviews:**

| <b>SCRUTINY REVIEW</b>              | <b>COMMITTEE</b>                   | <b>SID approval</b> | <b>DATE SUBMITTED/DUE TO GO TO EXECUTIVE</b> | <b>RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)</b> | <b>RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE</b> | <b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b> |
|-------------------------------------|------------------------------------|---------------------|--|---|---|---|
| Private Rented Sector (mini review) | Housing Scrutiny Committee         | N/A                 | Nov-20                                       | Feb-21  | Jan-22  | Dec-22  |
| Adult Paid Carers                   | Health and Care Scrutiny Committee | N/A                 | Jul-21                                       | Sep-21  | Nov-21  | Dec-22  |
| Behavioural Change                  | Environment and Regeneration       | N/A                 | Feb-21                                       | May-21  | Feb-22  | To be scheduled in 23-24 work plan                      |
| Covid-19 Recovery                   | Children's Services                | N/A                 | Jul-21                                       | Oct-21  | Mar-22  | Nov-22  |

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**Policy and Performance Scrutiny Committee**  
**Scrutiny Committee Response Tracker – September 2023**

|    | <b>Date of meeting</b> | <b>Query raised</b>  | <b>Response/ Update</b>  |
|----|------------------------|--|--|
| 1. | 24 July 2023           | <p><b>Update on Complaints Performance</b></p> <p>The Committee requested that a further update on the Resident Experience Programme to be scheduled in six months' time.</p>  | This has been scheduled for the January 2024 meeting.  |
| 2. | 24 July 2023           | <p><b>Corporate Performance – Year End 2022-23</b></p> <p>The Committee requested that detailed update on staff sickness absence be scheduled for a future meeting.</p>  | This is now scheduled for the December 2023 meeting.   |
| 3. | 21 September 2023      | <p><b>Budget Monitoring Report, Q1</b></p> <p>A member asked for further information on targeting capital spend on greening measures, for example implementing LED lighting. In response, it was advised that a full response would be sought from the Environment department.</p> | A response from the Acting Head of Energy is set out overleaf.   |
| 4. | 21 September 2023      | <p><b>Scrutiny Review of multi-agency response to complex ASB – Introductory Presentation</b></p> <p>A new webform was being developed to support better reporting of ASB. The Committee asked for an update on when this would be available.</p>                                  | The Director of Community Safety, Security and Resilience has advised that this is expected in January 2024. |

### **Response to Query 3 on targeting capital spend on greening measures**

As part of its Vision 2030 net zero strategy, the council is seeking to decarbonise its estate. The approach to decarbonisation follows the hierarchy set out in Vision 2030 of removing gas boilers, making buildings more energy efficient, generating renewable energy on site and procuring any remaining electricity needs from renewable sources. The ambition is to have a holistic approach that removes fossil fuel systems and reduces sites' total energy consumption at the same time, with the aim of also reducing running costs.

The council has used its capital programme to achieve revenue savings by implementing greening measures through "spend-to-save" projects for many years. Examples include installing LED lighting at 222 Upper Street, the Town Hall and Waste Recycling Centre, installing solar PV at 222 Upper Street and the Waste Recycling Centre, or smaller projects such as cold aisle containment at 222 Upper Street to reduce cooling demand for the site's servers. Capital has also been invested in the streetlighting LED upgrade programme, which will be complete this financial year when the remaining 5% of streetlights are upgraded. The council also uses its carbon offset fund to deliver greening measures that result in cost savings, for example installing PV on four council buildings this year.

Looking forwards, the council currently has a £5.5m capital allocation for building decarbonisation, which aims to deliver savings through greening measures. The corporate building decarbonisation programme started after the publication of the Vision 2030 strategy. The process begins with a "Heat Decarbonisation Plan" (HDP), which is a high-level feasibility study identifying how best to decarbonise the building. The HDP includes both the replacement of existing gas heating and hot water systems with electric alternatives and other energy efficiency measures that either reduce electricity consumption on site (for example, by installing better heating controls and fabric or lighting upgrades) or generate renewable power (solar PV). While the replacement of the boiler is the primary decarbonisation measure, the other measures are intended to minimise electricity consumption and running costs. In most cases there is an overall decrease in running costs.

The HDPs are then used to apply for funding from the Public Sector Decarbonisation Scheme (PSDS), a central government fund for decarbonising public buildings. The council has to match fund these projects, and does this using the £5.5m budget allocation for decarbonising council buildings. Around 160-170 sites have been identified as potentially in scope for the decarbonisation works, including offices, libraries, depots and schools. Decarbonisation works are underway on five sites, with a PSDS bid for a further ten submitted in early October. The council is currently procuring a contractor that would deliver these and any future works through the GLA's RE:FIT framework (a framework of contractors that carry out decarbonisation works). This appointment will speed up delivery of the decarbonisation programme as there will not need to be a separate procurement process for each building.

In addition to the large-scale PSDS projects, other opportunities to improve energy efficiency and reduce costs are being taken where identified. £300k of the £5.5m decarbonisation allocation has been set aside as an “Opportunities Fund” to deliver ad hoc works outside of the main decarbonisation programme. Some of this budget was recently used to upgrade the Building Management Systems of 14 of the main corporate buildings, which enables much improved control over heating and cooling systems and will reduce electricity and gas usage. The council also has an internal energy audit programme that involves visiting corporate buildings and schools each year to identify energy saving opportunities, as well as creating Display Energy Certificates (DECs), a legal requirement for many public sector buildings. The audit programme and DECs identify small-scale measures such as LED lighting, heating and lighting controls or insulation, which can be implemented using the Opportunities Fund. The Opportunities Fund is also being used to upgrade the council’s older PV systems by installing remote metering that allows staff to see whether the systems are working as expected.

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## **POLICY AND PERFORMANCE SCRUTINY COMMITTEE**

### **WORK PLAN 2023-24**

#### **8 June 2023 (agenda publication: 31 May)**

- Update from the Metropolitan Police
- Draft Workforce Strategy 2023-26
- Membership and Terms of Reference 2023-24
- Selection of Scrutiny Topic 2023-24
- Proposed Work Plan 2023-24
- 

#### **24 July 2023 (agenda publication: 14 July)**

- Update on Complaints Performance
- Corporate Performance Q4 2022-23
- Budget Outturn 2022-23
- Cost of Living Crisis Scrutiny Review Final Report
- Scrutiny Review – Approval of Scrutiny Initiation Document

#### **21 September 2023 (agenda publication 13 September)**

- Annual Presentation – Leader of the Council
- ASB Scrutiny Review – Evidence
- Budget Monitor – Q1 2023-24
  - o Budget Outturn 2022-23 also included

#### **2 November 2023 (agenda publication 25 October)**

- Voluntary and Community Sector Annual Report
- Corporate Performance – Q1 2023-24
- ASB Scrutiny Review – Evidence

#### **11 December 2023 (agenda publication 1 December)**

- Annual Presentation – Executive Member for Equalities, Culture and Inclusion
- Budget Monitor – Q2 2023-24
- ASB Scrutiny Review – Evidence
- Deep Dive on Sickness Absence

**18 January 2024 (agenda publication 10 January)**

- Scrutiny of Budget Proposals
- Corporate Performance – Q2 2023-24
- Annual Presentation – Executive Member for Finance, Planning and Performance
- 12 Month Update – Scrutiny Review of Covid-19, impact on Council Finances and local businesses
- Update on Resident Experience Programme

**22 February 2024 (agenda publication 14 February)**

- ASB Scrutiny Review - Evidence

**26 March 2024 (agenda publication 18 March)**

- Budget Monitor – Q3 2023-24
- Draft Recommendations of ASB Scrutiny Review
- Performance Management Working Group – 12 Month Report Back
- Update on Council Transformation Projects

**25 April 2024 (agenda publication 17 April)**

- Crime and Disorder Scrutiny – Metropolitan Police to attend
- Annual Presentation – Executive Member for Community Safety
- Corporate Performance – Q3 2023-24
- ASB Scrutiny Review – Approval of Report
- Scrutiny in Islington Annual Report

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**1<sup>st</sup> meeting of 2024-25 – date TBC**

- Agree work plan and selection of scrutiny topic
- 12 Month Update – Scrutiny Review of Cost of Living Crisis