

**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, **22 February 2024 at 7.30 pm.**

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Despatched : 14 February 2024

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	
4. Minutes of the previous meeting	1 - 6
5. Chair's Report	
6. Public Questions	
<b>B. Items for Call-In (if any)</b>	
<b>C. Discussion Items (if any)</b>	
1. Scrutiny Review of Complex ASB - Witness Evidence	7 - 24
<p style="margin-left: 40px;">The meeting will consider evidence on taking a Public Health approach to Anti-Social Behaviour.</p> <p style="margin-left: 40px;">Camden and Islington NHS Foundation Trust has been invited to attend to present on their mental health and addiction services and how best to support their clients that may be perpetrators of ASB.</p>	
2. 12 Month Update on Scrutiny Review of Covid-19, Impact on Council Finances and Local Business	25 - 40
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<ul style="list-style-type: none"> <li>• Council Forward Plan</li> <li>• Scrutiny Review Tracker</li> <li>• Outstanding responses from previous meetings</li> <li>• Updates from committee chairs</li> <li>• Work Programme</li> </ul>	

- D. **Urgent Non-Exempt Matters**
- E. **Exclusion of Public and Press**
- F. **Exempt Items for Call-In (if any)**
- G. **Exempt Items**
- H. **Other Business**

The next meeting of the Policy and Performance Scrutiny Committee will be on 26 March 2024

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London Borough of Islington

## **Policy and Performance Scrutiny Committee - 18 January 2024**

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at Council Chamber, Town Hall, Upper Street, N1 2UD on 18 January 2024 at 7.30 pm.

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

**Also Present: Councillors:** Ward

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

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

None.

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

None.

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

None.

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

**RESOLVED:**

That the minutes of the previous meeting held on 11 December 2023 be agreed as a correct record and the Chair be authorised to sign them.

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

The Chair highlighted upcoming evidence sessions as part of the Scrutiny Review of Complex ASB. This included attendance at a Safeguarding Adults Board meeting, a session with the Housing Intensive Team and joining the Street Outreach Team on an early morning patrol.

**170 PUBLIC QUESTIONS (Item A6)**

None.

**171 SCRUTINY OF BUDGET PROPOSALS 2024-25 (Item D1)**

Councillor Ward, Executive Member for Finance, Planning and Performance, introduced the budget with the Corporate Director of Resources and Director of Finance.

The following main points were noted in the discussion:

- The Executive Member summarised the proposals and emphasised the challenging financial position across local government. Islington Council had lost around £300m of funding from central government over the last decade. Due to increased costs arising from inflation and demographic pressures, and continued government austerity, it was essential that the council continued to operate efficiently. The budget identified £10.8m in savings, prioritising frontline services, however it was expected that the next financial year would be even more challenging.
- The Executive Member commented on the need for a fair funding deal from central government. In particular, support was needed to help local government address the housing crisis through developing new social housing and maintaining its existing stock, and a fair funding deal was needed to ensure the sustainability of Adult Social Care. The cost of delivering Adult Social Care in Islington was increasing by £20m a year.
- The proposed budget reflects the current crisis in local government finance. There were currently significant budget overspends across London Boroughs and several councils nationally had declared Section 114 Notices. The Committee noted the cost pressures associated with inflation, demographic change, and the impact this was having across council budgets. There were acute pressures on school budgets across inner London and there were longer-term challenges associated with the funding of social housing.
- The proposed budget made use of contingency budgets to balance the overspends in the current financial year. As a result, there was a decrease in the contingency budgets for proposed for 2024-25. The Council was not proposing to make use of financial reserves to balance the budget, while this was an option that several London Boroughs were having to resort to.
- The Committee considered paragraph 4.9 of the report, which states

*'Ongoing and significant budget savings of a level not seen in recent budget processes will need to be delivered over the medium term to ensure the adequacy and robustness of reserves is at least maintained and, as an objective, significantly strengthened.'*

The Committee queried the implications of this and the possible impact on future service delivery. In response, the Executive Member explained that the council may need to undertake a fundamental review of how services are delivered. Due to the unprecedented financial challenges in local government, it would not be sufficient to spread efficiency savings across services to minimise the impact of budget cuts. It would not be possible to continue to deliver services on the current basis without increased financial support from central government. The council would be prioritising frontline services for residents, but it was essential that services are joined-up and delivered as efficiently as possible.

- Central government was aware of the significant financial challenges across the local government sector. The Department for Levelling Up, Housing and

Communities was currently consulting on capitalisation plans, allowing councils to use capital receipts and borrowing to fund day-to-day services. This policy would load councils with significant debt, impacting their financial sustainability, and should be avoided at all costs.

- At the end of Quarter 2 2023-24, the council had a budget overspend of £17.7m, largely driven by inflation and demographic pressures in Adult Social Care and Children's Services. While increased demand for services was occurring at the same time as significant financial challenges, it was asked if this funding gap would mean the council must resort to delivering only statutory services. In response, it was considered that providing the statutory minimum in service levels would not meet the needs of Islington residents. The Committee considered the range of non-statutory services provided by the council; while these focused on supporting residents and addressing the significant challenges in the borough, there would need to be difficult choices made about the sustainability, delivery and prioritisation of non-statutory services in line with the Islington Together strategy. There was potential to transform services to reduce costs and deliver them in a different way, but this would be a significant challenge after services had already made significant efficiencies due to government austerity.
- The Committee asked if the Executive was satisfied with the financial assumptions in the budget report, and confident that the council would not need to make use of financial reserves to balance the 2024-25 budget. In response, it was noted that the budget report set out a prudent plan that had been endorsed by the Chief Finance Officer. Local government was in a precarious financial position, but the council was setting a balanced budget and had a reasonable plan to achieve financial sustainability over the Medium Term Financial Strategy, on the assumption that the council would receive adequate funding settlements in future.
- The Committee expressed concern at the potential impact of further government budget cuts. There was a £20m cost pressure on Adult Social Care; London Living Wage had increased by 10%, and the council's spending power was significantly impacted as a result. The achievement of financial savings must be a priority and focus, and it would be important to review the capacity of the organisation to achieve these savings.
- In relation to Adult Social Care, the Committee commented on the need for a holistic plan to reduce costs, increase efficiencies, and manage demand across the service. The Committee noted the work of officers to control overspends against the agreed budget and this would continue to be monitored by the committee.
- The Committee suggested that the five missions in the Islington Together strategy may need to be prioritised to give a clear focus to the council's activities. In response, the Executive Member advised that all five missions were priorities and addressing these would both meet the most pressing challenges faced by the borough and save money in the longer term.
- While the Committee commended the focus on delivering frontline services, it was commented that this could be an ambiguous term, and it was asked how frontline services would be prioritised and protected, while ensuring that the

council did not incur significant overspends as it had in the current financial year. In response, frontline services were considered to be those that directly contributed to the delivery of the council's five missions, and the Executive Member emphasised the importance of transforming services to achieve savings. As an example, the Executive Member commented on the investment made to improve IT systems in the contact centre which had led to efficiencies and improvements in service performance. There was scope for greater automation across services to achieve efficiencies and improve performance. It was also suggested that further investment in data would assist the council in taking service decisions and managing spend. The Council had also implemented Finance Challenge Panels to review how services with significant overspends were operating.

- The Committee noted the shortfall in parking revenue and asked if this was expected to be repeated in 2024-25. It was noted that parking revenue had been impacted by a decrease in pay and display transactions, fewer Penalty Charge Notices (PCNs) being issued, and fewer PCNs being collected. Finance officers had worked with the Parking Service to rigorously review the service's financial assumptions and would continue to invest in this approach to diligence across services. The Committee noted that the delivery of transport projects was funded through parking revenue and suggested that the council's ambitious projects may need to be reviewed if parking income continued to decline.
- It was advised that the Housing Revenue Account (HRA) reserves position was relatively healthy in comparison to other local authorities. However, Islington faced big financial challenges, and it was important to retain a moderate level of reserves to address any potential safety concerns or other significant issues. It was noted that the HRA had been heavily impacted by central government policy over recent years, including rent freezes, below inflation rent settlements, and a reduction in government grants. Inflation in the building sector was also a challenge. Councillors commented on ongoing repairs casework and the need to fix repairs first-time to both provide a better service to residents and reduce ongoing costs.
- The Committee commented on the council's employment of agency staff and the need to reduce agency spend to achieve financial savings. The council made use of challenge panels to review the need for agency staff and it was noted that the recruitment of agency staff was subject to management oversight. The council considered business needs, performance and outcomes when considering agency recruitment.
- The Committee emphasised the need for prioritisation of services and highlighted the consequences of seeking to fund day-to-day services through borrowing. Financial assumptions made in previous years that projects can be funded through future income may need to be reviewed.
- The Committee considered the financial assumptions behind the capital programme and how this would be impacted by national economic conditions, including future levels of inflation and interest rates. It was expected that the stability of the economy would improve in comparison to the current position, however national political decisions would have an impact on the council's



spending power, and rigorous scrutiny of budget performance would be needed to ensure that the council's financial plans remained aligned with economic conditions.

- Overall, the Committee's most significant concern was the decrease in contingency budgets and the reduced capacity to offset budget overspends as a result. It would be essential for the council to focus on transformation work, deliver efficiencies and review discretionary spend, including the use of agency staff, and to challenge overspends robustly. The Committee thanked officers for their work in preparing the budget proposals, noting the difficulty in the current financial climate.
- A member requested details of redundancy payments paid in the Adult Social Care directorate.

**RESOLVED:**

That the comments of the Committee be submitted to the Executive.

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**ANNUAL PRESENTATION FROM THE EXECUTIVE MEMBER FOR FINANCE, PLANNING AND PERFORMANCE (Item D2)**

Councillor Ward, Executive Member for Finance, Planning and Performance, introduced the report which summarised achievements and challenges in the Resources directorate over the past year.

The following main points were noted in the discussion:

- The Executive member's top priorities included (1) effective budget management, (2) ensuring that council staff were enabled to carry out their roles effectively, and (3) transforming how residents interact with the council through the Resident Experience Programme.
- It was commented that the new approach to performance management had been successfully implemented. A staff survey would be issued in February allowing all staff to provide feedback on their experience of working for Islington Council.
- A new structure had been implemented in Digital Services. This would allow the service to have a greater focus on supporting the organisation to transform the way it works, and also resulted in a decreased usage of contractors.
- The Executive Member noted member feedback on the Member Enquiries system and commented that a centralised system was needed to support members in responding to residents.
- Legal Services had experienced a fall in legal disrepair cases.
- The Executive Member commented on the work of the Elections team in implementing Voter ID requirements ahead of the Mayoral and GLA elections in May.
- Internal Audit's work in reviewing the risks facing the council was particularly important in the current financial climate.
- In response to a question on how the risks of implementing new IT systems were being managed, it was emphasised that the council needed robust IT systems and system upgrades needed to be supported through strong governance, rigorous testing, and well qualified staff.
- A member asked how the council was working to educate residents on the changes to the voting system in London Mayoral and GLA elections. In response, the

## Policy and Performance Scrutiny Committee - 18 January 2024

Executive Member commented that this was a challenge, however the Elections Team would be well prepared for the election.

- Following a query, officers summarised the work to ensure that local suppliers were paid within 10 working days. There had been a significant increase in performance over the previous year.
- A member asked if it was possible to implement a target that within two or three years, 50% of the council's senior staff were from Black and Minority Ethnic backgrounds. In response, it was advised that any targets would need to be carefully considered.
- A member commented on the importance of member support and resourcing this to enable councillors to be effective in their role.

The Committee thanked Councillor Ward for his presentation.

### **RESOLVED:**

That the Annual Report be noted.

### **173 CORPORATE PERFORMANCE - QUARTER 2 2024-25 (Item D3)**

Joanna Dawes, Corporate Performance Manager, introduced the report.

The following main points were noted during the discussion:

- The Committee noted the proposal to change the Key Performance Indicator for council sickness absence from being under 7.5 days to being under the London Council's Average (currently 9.27 days). The Committee was not comfortable with the proposed change, commenting that it was not aspirational and represented a high level of sickness absence. The member suggested that high levels of sickness can drive spend on agency workers, whereas services should have enough resilience to manage workloads without resorting to agency staff. In response, officers emphasised that the council did not accept high levels of sickness among staff; the current target was a contextual target set 5 years ago, based on the average number of sick days at the time. It was proposed to update the target to reflect current averages.
- It was requested that the performance indicator targets be discussed with the Chair ahead of the new financial year.
- A member noted the issue of vehicles not registering with the DVLA in order to avoid road fines, and queried if a new metric could be introduced to include the proportion of Penalty Charge Notices collected. Officers advised that this would be considered further.

### **RESOLVED:**

That the Corporate Performance report for Quarter 2 2023-24 be noted.

### **174 MONITORING ITEM (Item D4)**

Noted.

The meeting ended at 9.35 pm

**CHAIR**

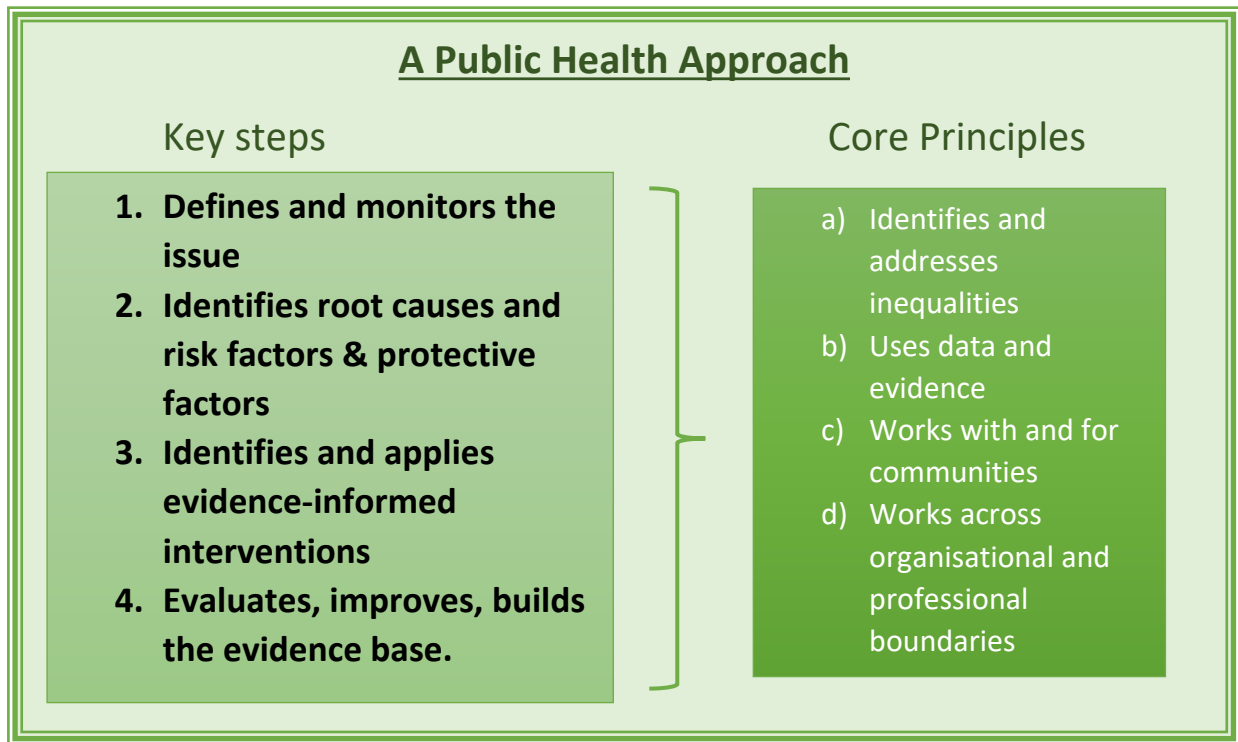
## **A Public Health Approach to Anti-Social Behaviour & The role of drug and alcohol treatment and mental health support in complex antisocial behaviour cases**

### **Introduction**

As part of its review into Antisocial Behaviour in Islington, the Policy & Performance Scrutiny Committee has invited officers to consider what a public health approach to antisocial behaviour (ASB) might look like, and to consider how services for people that need support around drugs and alcohol, or mental health, can form part of the response to antisocial behaviour in the borough.

This paper considers these questions in turn.

### **A Public Health Approach to Antisocial Behaviour**



*Figure 1: A Public Health Approach – Key Steps & Core Principles  
Source: Islington Public Health, 2024*

Considering antisocial behaviour as a Public Health issue may hold parallels with the now well-established approach of approaching violence as a public health issue<sup>1</sup>. This does not deny a role for criminal justice and enforcement, but that the issue requires additional consideration and a broader system-wide response. The above approach might be applied as follows.

<sup>1</sup> [15.32 - Reducing family violence\\_03.pdf \(local.gov.uk\)](#)

## Key steps in a Public Health Approach

### 1. Define and monitor the issue

In this case, to define and monitor is to establish a definition of 'antisocial behaviour' in the context of this project, and how it would be quantified and monitored ongoing. We may choose to define antisocial behaviour as per the legal definition<sup>2</sup>; we may choose to consider a sub-set of types of ASB, e.g. rowdy behaviour, but not animal problems, or we may choose a broader definition such as, any behaviour which gives rise to neighbourhood complaints or concerns being raised with the Council. A public health approach would tend to establish a person-centred definition, such as cases of ASB involving someone with an identified health or social care need(s).

Definition and monitoring should be considered together. This requires an analysis of existing data sources – police data, community safety data, resident survey outcomes, hotspot mapping – whether there are gaps or quality concerns about the information available, and if so, what can be done to improve our knowledge. It is likely that we would wish to draw upon several data sources to ensure completeness, for example police data and resident survey data.

Consideration should be given to the ongoing availability of reliable data, how this can be provided, accessed or presented, e.g. through dashboards or a datastore, and how this will be used and understood by all relevant stakeholders.

### 2. Identify root causes and risk & protective factors

Here, we would seek to understand ASB more broadly, as well how it presents in Islington. We may look at academic literature, projects and data from other boroughs, from other UK regions and cities, or internationally, to help us understand what could be driving ASB locally and how it might be addressed.

An epidemiological approach to describing antisocial behaviour would invite us to consider **time, place and person**.

- Time – when is ASB (as per our definition) taking place in the day, seasonally, and over the years, and how does this map onto potential contextual factors.
- Place – where are instances taking place, both geographically – which we currently understand through hotspot mapping – and on a smaller scale, for example on streets with certain design features or in places close to or far from certain amenities.
- Person – who is affected. Is there evidence that different groups of people are more likely to report, perpetrate or be otherwise affected by ASB.

With a view to understanding protective factors, we may look at the counterfactual – where and when is antisocial behaviour not taking place and are there groups of people less likely to be affected. And are there examples of times, places or people that have appear high risk and yet are unaffected – what factors do they have in common.

Understanding broader contextual factors may help build a picture of why and how antisocial behaviour may occur and to help identify possible means of preventing it occurring or recurring. To guide decisions about interventions, we may wish to group these factors into those acting on individuals, households, communities or the wider environment.

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<sup>2</sup> [https://www.met.police.uk/advice/advice-and-information/asb/asb/antisocial-behaviour/what-is-antisocial-behaviour/#:~:text=Antisocial%20behaviour%20is%20defined%20as,and%20Social%20Responsibility%20Act%202011%20\).c](https://www.met.police.uk/advice/advice-and-information/asb/asb/antisocial-behaviour/what-is-antisocial-behaviour/#:~:text=Antisocial%20behaviour%20is%20defined%20as,and%20Social%20Responsibility%20Act%202011%20).c)

### **3. Identify and apply evidence-informed interventions**

Investigations into root causes, risk and protective factors, and the people and places affected, will help identify the outcomes we want to achieve and the interventions we may therefore apply. Understanding what has or hasn't been effective in the past, or in other areas, may provide an evidence base from which to take steps in Islington. Our investigations are likely to have shown that antisocial behaviour is a complex problem, and that there are already multiple approaches in place to address aspects of it. Understanding the scope and scale of what is already in place is necessary to understand any additional opportunities, promote partnership working and to avoid duplication across various agencies.

As well as applying interventions for which there is evidence of effectiveness, we may also choose to pilot innovative approaches we believe have potential to deliver improvements for Islington. It may also be the case that the 'intervention(s)' we identify amount to: better working across agencies, adjustments to pathways, or increasing the promotion of existing services.

### **4. Evaluate, improve, build the evidence base**

When implementing new interventions or ways of working, a public health approach will build monitoring and evaluation into the process. This will mean establishing how the impact can be monitored – whether through routine or bespoke data collection – and evaluated after an appropriate period of time. This will inform decisions to continue, adjust or stop the intervention. In the case of a pilot project, this may mean a decision whether or not to deliver a more substantial roll-out. Documenting outcomes and sharing our process and results helps build the evidence base, not only for Islington but for system partners and for teams in other areas.

#### **Core principles of a Public Health Approach**

The following Core public health principles would be applied throughout each of steps 1-4.

**Identifying and addressing inequalities** – Consider whether risks and outcomes are experienced differently by different population groups, and how interventions can best address these inequalities to promote equity and fairness for all in Islington.

**Using data and evidence** – Identifying and making best use of robust sources of information, including data about our population, the issue or problem we are examining, current services, and taking a structured approach to gathering insights from residents and other stakeholders.

**Working with and for communities** – Understanding how an issue is affecting communities in the borough, and involving residents in the way we design, deliver and understand the impact of solutions.

**Working across organisational and professional boundaries** – Complex problems often require system-level, or at least multi-agency, responses. The input and expertise of people across the range of organisations, services and professions that work with residents are essential to understanding issues and developing effective solutions.

## Drugs and alcohol

Alcohol and drug use is an important cause of preventable harm in Islington. As well as health and wellbeing, it has social, housing, economic, crime and community safety impacts affecting individuals, families and communities. It is a cause and a consequence of inequalities.

Risk factors for drug and alcohol use can include social, environmental and behavioural elements. How these factors interact is complex and not predictive of outcomes in any one individual. There is a strong correlation between addiction and trauma, and people with drug and alcohol needs are more likely to have experienced adversity in childhood or adolescence than those who do not use drugs or alcohol. There are significant overlaps between drug and alcohol needs and several mental health conditions. Drug and alcohol use is associated with homelessness, including rough sleeping, with unemployment, contact with the criminal justice system, and with exploitation.

Drug and alcohol treatment services support people to change their relationship with drugs and alcohol, stopping or reducing the risk and impact to themselves and those around them. There is a strong emphasis on social and economic recovery, and there is a good return on investment for funding invested into treatment services. Contributing to a range of positive outcomes and reduced harm. At borough level, treatment services are an important and effective help to reduce crime, antisocial behaviour and acute healthcare demand, and to promote feelings of safety in the community.

## Mental health

Mental illness has an impact on every aspect of life, including physical health and risk behaviour, and there are large personal, social and economic costs associated with mental illness. Islington has higher levels of mental ill health than elsewhere because the borough has relatively more high-need groups, including younger and middle-aged adults<sup>3</sup>.

Mental health treatment and support varies depending on the severity of illness and the particular condition. Common mental health conditions, such as anxiety or depression are often approached with talking therapies, such as counselling or cognitive behavioural therapy, with or without GP-prescribed medication. Severe mental illness (SMI) is generally defined as symptoms so severe that they impair someone's ability to work or carry out other functional activities. Therapeutic approaches can also include psychological therapies and medication, but a person experiencing SMI would likely receive specialist care from Community Mental Health team or in secondary care, rather than from their GP. Islington funds a range of supported housing projects for people experiencing mental health difficulties.

The vast majority of cases of mental ill health affect only the person experiencing the condition, or those closest to them. Stigma can prevent help-seeking and make people experiencing mental health more vulnerable, including to exploitation.

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<sup>3</sup> [Mental health and wellbeing | Islington Council](#)

## Antisocial behaviour

### Contributory factor of drug use in Anti-Social Behaviour hotspots

**Table 1: Number of antisocial behaviour incidents reported in Islington 2018 to 2022 by Public Space Antisocial Behaviour category**

Public Space Anti-Social Behaviour Category	2018	2019	2020 (COVID-19)	2021	2022	% change 2018 to 2022
Rowdy or Inconsiderate Behaviour	5,100	4,186	10,370	5,827	4,721	-7%
Drugs	1,828	1,929	3,127	1,901	1,933	6%
Anti-social behaviour nuisance	845	952	1,646	1,169	708	-16%
Begging / Vagrancy	753	955	828	370	390	-48%
Vehicle Nuisance / Inappropriate Use	676	455	491	467	311	-54%
Fireworks	157	140	226	200	160	2%
Street Drinking	133	93	153	67	47	-65%
Prostitution Related Activity	39	21	38	25	18	-54%
<b>Total</b>	<b>9,531</b>	<b>8,731</b>	<b>16,879</b>	<b>10,026</b>	<b>8,288</b>	<b>-13%</b>

Source: Islington Community Safety 2023

The number of antisocial behaviour reports in 2022 categorised as related to drugs is similar to that received in 2018, 2019 and 2021. In 2020, there was a spike in most types of reported ASB, coinciding with the impacts of the early Covid-19 pandemic. In the same five-year period, reports related to street drinking have reduced. It is not currently possible to provide a further breakdown of the calls categorised as drug related.

Last year, the Community Safety team undertook a whole borough consultation named Safe Spaces, in which a range of localities in the borough were identified as locations where residents do not feel safe. Amongst the responses, there was a clear theme that the open

dealing and usage of Class A drugs in particular, had a disproportionate effect on how unsafe residents feel in the borough.

Actions in response to reports in 2022 included police executing 30 warrants for a range of issues including drugs, which led to 12 police led premises closure orders, and LBI Housing led on five closure orders for drug related activity which were granted by the court.

## Multiple disadvantage

In 2023, Public Health delivered an NCL-wide needs assessment to understand the health needs of inclusion health groups (people that experience significant social exclusion)<sup>4</sup>. This report also highlighted the frequency with which health and social needs can overlap in people experiencing homelessness (which includes those in supported or temporary accommodation), vulnerable migrants, sex workers and people with a history of imprisonment.

### Mental health needs observed at markedly higher rates in inclusion health groups than in the general population

#### People experiencing homelessness

- Suicide
- Bipolar disorder, personality disorder, schizophrenia, PTSD, major depression
- Substance misuse

#### Vulnerable migrants

- Depression, anxiety, PTSD, psychotic disorders
- Additional negative impact for those in contingency hotels: lack of social spaces, repeated Covid lockdowns without opportunities to take part in meaningful activities, feeling isolated and lonely in confinement, with some reports of residents self-harming or experiencing suicidal ideation

#### People with a history of imprisonment

- Suicide, suicide attempt and self-harm rates
- Personality & psychotic disorders
- Substance misuse

Source: [NCL Inclusion Health Needs Assessment](#), Islington Health and Wellbeing Board. Alexandra Levitas, Sarah D'Souza

In 2018, Islington Public Health published research which assessed the prevalence and service response to Severe Multiple Disadvantage in Islington. This project estimated the number of residents that were in contact with services in respect of homelessness, offending (including ASB), drugs and alcohol, mental health, or all. The research identified 12 regular multidisciplinary groups involved in supporting this complex cohort and highlighted complexities in information sharing across agencies.

<sup>4</sup> <https://democracy.islington.gov.uk/documents/s33383/2a%20-%20NCL%20IHNA%20Islington.pdfv>



**Figure 2: Research into Severe Multiple Disadvantage in Islington: Nine Principles to Guide System Reform**

	As a service user...	A system that...
1	I want to be happy, healthy, independent and in control of the decisions that affect me.	Maximises wellbeing, control and independence for individuals and their families.
2	I'd like to get the right level of support at the right time, and I always want to feel supported as I move on to the next stage in my life.	Offers help when people need it, no matter where they come into the system and stands alongside people on their journey.
3	I want services to be led by my goals and I expect different services to coordinate themselves around these goals.	Is driven by the goals and aspirations of the individual, not the services that try to support them.
4	I want services to explore my previous successes, what I can do and what I'm interested in.	Works with peoples' strengths, talents and assets.
5	I need someone in the system whom I can trust, who sticks with me, who believes in me and who takes the time to understand what is going on for me.	Is based on the transformative potential of a trusted, consistent and empathetic relationship (ideally with one person) that focuses on the whole person.
6	I don't want to have to tell my background story again and again. I expect services to share this story, so that the focus can be on making positive steps forward.	Spends less time assessing people and more time creating opportunities that support positive action and change.
7	I want to get involved in positive and meaningful activities, not just a series of appointments.	Recognises the value of meaningful, purposeful activities – and positive social networks – not just a series of appointments.
8	I would like to be supported by someone who has been in my position and actually moved on to more positive things.	Recognises the value of peer support, from someone who has been 'in their shoes' before.
9	I want the service to understand how the trauma I experienced in the past, may affect how I think, feel and behave now.	Recognises the fundamental impact of experiences of trauma, especially in childhood.

Source: Islington Public Health, 2018

## Community Safety pathways to treatment and support

In 2022, 250 **Antisocial Behaviour Warnings** were issued by police and Islington Parkguard in relation to drug related antisocial behaviour. ASB warnings are in the pre-criminal space and trigger support through referrals to young people and adults drug and alcohol services as well as through support from other specialist Outreach services. Community Safety also co-produce a **Cuckooing Panel** with police to offer targeted support to people that may be vulnerable to having their property used for drug-related activity, or other exploitation.

**Project Adder** – the Met Police programme to improve drug treatment support for offenders – is increasing the number of people taking up 'test on arrest', with the aim of referring those testing positive to treatment services. In Q1 of 2023/24 year, around 50% of people accepting drug testing on arrest in Camden and Islington (for any offence) tested positive for at least one substance and were referred to drug treatment services.

(Project Adder is in its early stages and data outputs are high-level at present. As the programme continues, we look forward to receiving more granular data around locality, substances detected and the outcomes of referrals to services. We will monitor its outputs

through our Criminal Justice System strand of the Combating Drugs Partnership, as part of its work on reviewing and assessing the operation of referral pathways).

## Drug and alcohol treatment services

Islington's current integrated drug and alcohol treatment service, [Better Lives](#) ("the service"), operates from three locations in the borough, supporting people that use drugs, as well as their families and carers. Islington also commissions VIA (formerly Westminster Drug Project (WDP)) to deliver outreach support for people sleeping rough, or at risk of sleeping rough, and to deliver Islington's Individual Placement Support programme (supporting people into employment).

Drug and alcohol use is complex, and evidence shows individuals are more likely to benefit from a multi-faceted approach to their treatment and recovery. The treatment and recovery system reflects this diversity of need and multiple treatment options are made available, delivered by multi-disciplinary teams – including but not limited to, one to one key-working, counselling, psychological therapy, group work, day programme(s), self-help and mutual aid groups<sup>5</sup>, pharmacological treatments<sup>6</sup>, and residential rehabilitation.

The service also provides physical health support, including blood borne virus testing and treatment, and social support including housing and debt advice, skills coaching and Education, Training and Employment (ETE) support.

The Individual Placement and Support (IPS) programme for people with drug and alcohol treatment needs has been operating in Islington since December 2022. IPS work with individuals for up to 12 months, providing support, advice and liaison to help people identify employment or voluntary opportunities suited to them. They then help with all stages of the applying for and starting a job. The service is provided by VIA (formerly Westminster Drug Project (WDP)) and is funded by the national IPS Grant, also administered by OHID.

The Rough Sleepers Drug and Alcohol Treatment Grant (RSDATG), also a national grant, has enabled Islington to commission the In-Roads service from VIA. In operation since 2021, the service provides psychosocial support and prescribing outreach to people sleeping rough or at risk of sleeping rough in Islington. In-roads provide one-to-one key-working, connect people to health services, provide harm-reduction support, including Naloxone<sup>7</sup>, and make referrals to a range of other support services.

In 2023/24 Islington commissioned an additional programme to provide culturally competent holistic support to men of Black African or Black Caribbean background who are in contact with the criminal justice system and who have non-opiate substance use needs. SWIM (Support When It Matters) will deliver its 10-week

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<sup>5</sup> Narcotics Anonymous and Alcoholics Anonymous are examples of mutual aid groups.

<sup>6</sup> For example, opiate substitution therapy (OST) such as methadone.

<sup>7</sup> Naloxone is a life-saving medication that reverses the effects of opiate overdose. Administered by injection or nasal spray, it works within minutes to reverse the effects of an opiate overdose, pending substantive medical treatment.

structured support programme for up to 60 Islington residents, following its Prepare, Adjust, Contribute, Thrive (PACT) model.

Service-user involvement. Service-user involvement in the design and delivery of drug and alcohol services is an essential part of quality assurance. Public Health are directly supporting the re-launch of its long-standing and highly valued service user group Islington Clients of Drug and Alcohol Services (ICDAS). The relaunch will increase participant numbers, build resilience and improve diversity, so the group better represents the service user population and can be a more effective critical friend to commissioners and providers. This supports our ambition to achieve recognisable co-production in our commissioned services, improving their reach and outcomes.

## Improving treatment access through partnership

Islington's Combatting Drugs Partnership (CDP) brings together partners across the Council, criminal justice system, and the voluntary and community sector to provide strategic oversight of Islington's work to deliver the objectives of the 10-year National Drug Strategy<sup>8</sup>. Operational sub-groups are looking at Criminal Justice System pathways, Healthcare pathways, and workforce, and Public Health recently led a cross-organisational self-assessment exercise to evaluate the continuity of care received by drug and alcohol users leaving custody, with actions improvement owned by the CJS sub-group - Public Health, Drug and Alcohol Treatment Provider, Police, Probation and Prison.

Public Health are working closely with colleagues in Community Safety to support the Combating Drugs element(s) of the Safer Islington Partnership Plan 2023-26, including supporting the facilitation of the SIP's August '23 workshop session on strategy development. We recognise the many shared aims and common stakeholders of our work and the opportunities to align our efforts to deliver improvements for Islington residents.

In particular, partnership working between Public Health, Community Safety and Police colleagues will help to identify opportunities to progress the elements of the National Drugs Strategy that are less focused on treatment – breaking drug supply chains and achieving a generational shift in the demand for drugs. Hotspot identification and partnership, e.g. a current Andover Estate Working Group, provides an opportunity for

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<sup>8</sup> In December 2021 the Government published a 10- year, national drug strategy [From Harm to Hope](#) following an independent review of drugs carried out by Professor Dame Carol Black. The strategy is generally viewed as the most joined up approach to date across central government and public services to address the impacts of drug and alcohol use. The strategy has three primary aims:

- Tackle and break up drug supply chains,
- Develop a world class drug and alcohol treatment system
- Achieve a generational shift in demand for drugs

different stakeholders and service areas to support improvements in areas showing high levels of need.

Public Health has recently established a Community of Practice: Drugs & Alcohol to bring together colleagues working with our most vulnerable and/or complex cohort, who tend to have multiple health and social needs. Improving access to drug treatment support for those in supported or temporary accommodation has been an early focus, which stands to benefit all residents in a setting and promote feelings of safety for staff and for those living in the community. To further this, Public Health is also working closely with Islington's commissioners of mental health accommodation – having recently joined its Provider Forum – to understand and help address the challenges co-occurring mental health and substance misuse needs can present for residents and for accommodation providers.

## Community Multi Agency Risk Assessment Conference (MARAC)

Community MARAC is a multi-agency forum that assesses complex or high-risk cases of antisocial behaviour that involve vulnerable victims and / or perpetrators. The panel considers relevant case information, develops a risk assessment and action plan with the aim of managing the overall risk(s) to victims, perpetrators and the community. If a case meets the three key criteria of vulnerability, risk and antisocial behaviour, it will be considered by MARAC.

MARAC meetings are chaired by Islington Community Safety and attended by core partners including local authority officers, police, mental health and substance use services, housing practitioners (LBI and RSL), safeguarding advisors, Out-of-Hours ASB/Noise team, London Fire Brigade, Victim support, Galop, GPs, the wider NHS trust, and relevant other agencies attached to the case. The role of the Panel is to facilitate, monitor and evaluate effective information sharing to enable appropriate action to be taken to increase public safety, whether by early intervention or enforcement. The responsibility to take appropriate action rests with individual agencies – it is not transferred to the Panel<sup>9</sup>.

**Table 2: Summary of cases considered by MARAC 2016/2017 to present**

Year (2016 – to date)	No of Referrals	No of Cases accepted	LBI Tenants – can be multiple in each case, victim and perp etc.	ASC* referrals including age concern and ILDP*
April 2023 – To date (Q3)	66 (88)*	54 (72)*	67	8
Apr 2022 – Mar 2023	81	70	56	2
Apr 2021 – Mar 2022	66	63	49	2
Apr 2020 – Mar 2021	80	56	61	4
Apr 2019 – Mar 2020	51	48	Not recorded	Not recorded
Apr 2018 – Mar 2019	47	41	Not recorded	Not recorded
Apr 2017 – Mar 2018	52	49	Not recorded	Not recorded

<sup>9</sup> <https://www.islington.gov.uk/community-safety/community-marac/marac-information-sharing-request-form>

<b>Apr 2016 – Mar 2017</b>	37	34	Not recorded	Not recorded
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\*year to date (whole year forecast) \*\*Adult Social Care \*\*\*Islington Learning Disability Partnership

Source: Islington Community Safety

Referrals are received from a wide range of agencies – including the police, NHS services, drug and alcohol services, Council teams (Housing, Community Trigger, Adult Social Care, Children’s Social Care, Prevent, Domestic Violence MARAC), and voluntary and community sector (VCS) organisations.

MARACs consider a range of antisocial behaviour types, including but not limited to neighbour disputes, noise nuisance, verbal abuse, harassment, cuckooing, unmet mental health needs. The most common vulnerabilities identified through MARAC are unmet mental health needs, substance misuse needs, housing issues, being a victim of crime, harassment and issues related to poverty.

**Table 3: Estimated number of MARAC cases where mental health and / or drug and alcohol needs are present (figures derived from a rapid review of all cases considered in one quarter)**

Year case considered	No of Cases accepted	Person under consideration is receiving care for:			Identified unmet need:		Referral made to:	
		Mental health	Drug or alcohol use	Both	Mental health	Drug or alcohol use	Mental health service	Drug & alcohol service
<b>April 2023 – To date (Q3)*</b>	72	24	29	12	21	17	13	8
<b>Apr 2022 – Mar 2023</b>	70	21	28	14	24	20	11	17

\* full-year forecasts.

*About this data: The above estimates are based on a review of one quarter’s worth of MARAC cases during 2022/23, and 2023/24. Please note that because the estimated case numbers are derived from one quarter’s data per year, they do not enable year-to-year comparison and should not be used to judge trend(s) over time.*

Source: Islington Community Safety

All cases considered by MARAC in one quarter of 2022/23 and one quarter of 2023/24 were reviewed for the purpose of this paper. In 70% of the cases reviewed, the person under consideration was receiving care for mental health needs or for drug or alcohol needs. In a smaller proportion of cases – around 50-60% - an *unmet* need was identified. Given the frequency with which mental health and substance misuse needs co-occur, we may anticipate that unmet drug and alcohol needs are identified in people receiving mental health support, and vice versa. Where an unmet mental health need was identified, a referral to services was made in around half of the cases. The proportion of referrals for unmet drug or alcohol need varies across the two years from which the sample was drawn. Whilst intuitively, identification of unmet need should always invite a treatment referral, it may not

be appropriate in every case, e.g., where there is a recent existing referral, a recently declined referral.

This review of a sample of cases offers us some insight into the proportion of vulnerability in the MARAC workstream that is in part attributable to mental health or drug and alcohol needs.

## Summary

1. When considering ways to understand and address antisocial behaviour in Islington, elements of a public health approach may add value to existing methods, particularly in respect of gathering evidence and information, understanding risk factors, and understanding the impact of interventions.
2. We have the opportunity to draw on existing work to understand multiple vulnerabilities and the needs of people experiencing social exclusion.
3. Drug and alcohol support need and mental health support need are drivers of vulnerability and are also often present in cases of antisocial behaviour.
4. Islington has well-established partnerships to support those affected by antisocial behaviour, and our use of data and information is only improving.
5. We may wish to explore opportunities to better understand how support services are better able to coordinate and support people with complex needs, and how we can make best use of data and evidence across agencies.

Miriam Bullock, Assistant Director & Consultant in Public Health

## Spotlight on drugs and alcohol

1. **Drugs and alcohol policy context**
2. **Drug use in Islington**
3. **Drug and alcohol services**
4. **Wider work**

### 1. **Drugs and alcohol policy context**

In December 2021 the Government published a 10- year, national drug strategy [From Harm to Hope](#) following an independent review of drugs carried out by Professor Dame Carol Black. The strategy is generally viewed as the most joined up approach to date across central government and public services to address the impacts of drug and alcohol use. The strategy has three primary aims:

- Tackle and break up drug supply chains,
- Develop a world class drug and alcohol treatment system
- Achieve a generational shift in demand for drugs

The first two goals have been the early focus of government.

All local authority areas have been given ambitious targets in increase their numbers in treatment and for continuity of care rates (successful transition from prison to community treatment). Islington has received additional grant funding – the Supplementary Substance Misuse Treatment and Recovery Grant – which for 2024/25 has been confirmed as £2.7m. The grant is ringfenced to fund drug and alcohol treatment and recovery services and receipt of the full allocation is conditional upon local authorities meeting targets around the number of people in drug and alcohol treatment, continuity of care rates between prison and community, and maintaining current levels of Public Health Grant expenditure on drug and alcohol misuse.

### 2. **Drug use in Islington**

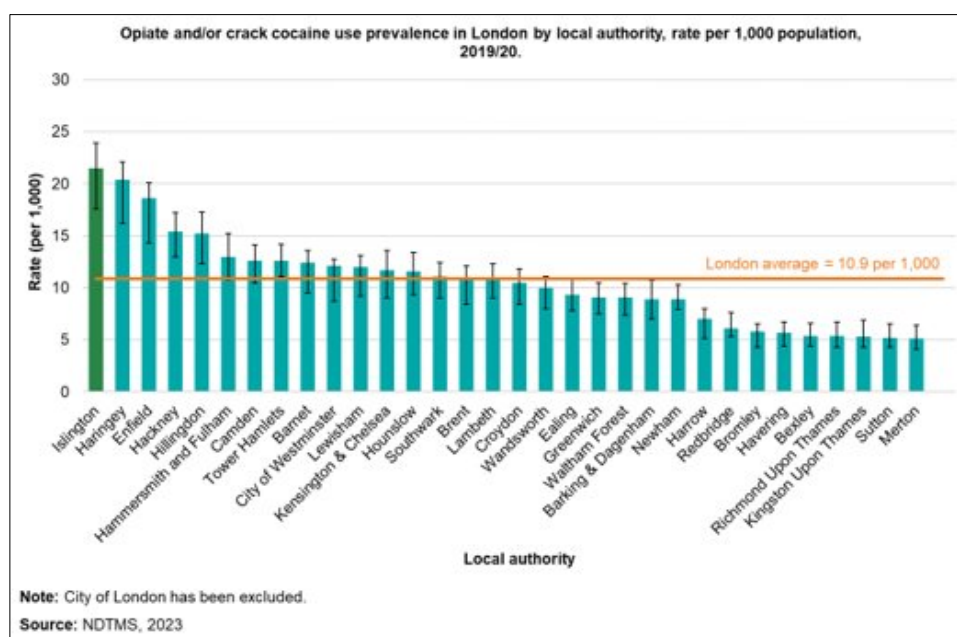
- In the year ending June 2022: 2.7% of adults aged 16 to 59 years had taken a Class A drug in the last year (approximately 881,000); a fall of 22% compared with 3.4% in the year ending March 2020 .4.7% of adults aged 16 to 24 years had taken a Class A drug in the last year (approximately 274,000); a fall of 37% compared with 7.4% in year ending March 2020.
- Nationally, overall drug use has reduced by around 25% since 2001. In London, drug use has risen in recent years, whereas in England, rates are largely steady or reducing over the same period. In London, drug use reduced from 2001 to 2018 but has risen since (though remains below 2001 levels). Class A drug use follows the same pattern.
- This is based on Crime Survey data – a representative sample of adults from England and Wales. The survey gives a reliable overview but is less reliable for



assessing heavy drug use, addiction, and less commonly used substances like heroin and crack cocaine. Like all national surveys of this type, people with complex needs are under-represented.C

- The most recent modelled estimates of opiate and crack use suggest that the number of people with treatment need relating to these drugs has increased in recent years.

**Figure 1: Prevalence of opiate and / or crack cocaine use prevalence in London**



- Based on this modelling, rates of opiate and/ or crack cocaine use are thought to be higher in Islington (21.5 per 1000 population) than in London (10.9 people per 1000). Haringey and Enfield have similar estimated prevalence rates at 20.4 per 1000 and 18.6 per 1000 respectively. These estimates are derived from algorithms applied to four data sets: Community drug treatment data; Criminal Justice System arrest data; prison data; drug-related mortality data (ONS). Excluding City of London, it is estimated that Islington has the highest opiate and/or crack cocaine usage in London.

### 3. Drug and alcohol services

**Table 1: Current and target treatment numbers – Drug and alcohol support**

Numbers in treatment	Current numbers in treatment 2022/23 (NDTMS)	End of 2023/24 ambition	End of 2024/25 ambition
All adults in structured treatment	1,658	1,825	2,015



<b>Opiates</b>	885	940	1,000
<b>Non opiates (combined non opiate only and non-opiates and alcohol)</b>	334	470	550
<b>Alcohol</b>	381	415	465

**Table 2: Current and target continuity of care numbers – drug and alcohol care from prison to community**

<b>Continuity of care</b>	<b>Latest performance</b>	<b>End of 2023/24 ambition</b>	<b>End of 2024/25 ambition</b>
<b>Local planning%</b>	31%*	45%	60%

\*quality issue with data – people released from HMP Pentonville with no fixed abode are coded as Islington residents. This inflates the denominator for Continuity of Care and reduces the % rate. This is a known issue and OHID are supporting local authorities to resolve it.

- All local authority areas have been given ambitious targets in increase their numbers in treatment and for continuity of care rates (successful transition from prison to community treatment). These are shown in the above tables.
- When assessed at the end of 2023, Islington’s Numbers in Treatment were 1658, with a target of 1825 by the end of the year 2023/24, and of 2015 by the end of 2024/25. Continuity of Care rate currently stands at 31% with a target of 45% by the end of 2023/24, and of 60% by the end of 2024/25.
- The number of people receiving structured drug and alcohol treatment in Islington has reduced since the pandemic when services took in a substantial number of people who had been street homeless linked to the ‘Everyone in’ initiative and kept people in treatment services for much longer periods of time until social conditions had substantially normalised. At that point (2021/22), 1,765 people were under the care of drug and alcohol services.
- Based on estimates of need shown in the model above, and engagement with colleagues and partners, we anticipate there are more people that would benefit from drug and alcohol treatment than are currently accessing support. There is a comprehensive programme of work – supported by increased national investment – to increase the numbers of people accessing services.
- The additional grant funding – the Supplementary Substance Misuse Treatment and Recovery Grant – that Islington can receive in 2024/25 has just been confirmed as £2.7m. The grant is ringfenced to fund drug and alcohol treatment and recovery services and receipt of the full allocation is conditional upon local authorities meeting targets around the number of people in drug and alcohol treatment, continuity of care rates between prison and community, and maintaining current levels of Public Health Grant expenditure on drug and alcohol misuse.

- In order to deliver the ambitious targets set, Islington has received additional grant funding – the Supplementary Substance Misuse Treatment and Recovery Grant – which for 2024/25 has been confirmed as £2.7m. The grant is ringfenced to fund drug and alcohol treatment and recovery services and receipt of the full allocation is conditional upon local authorities meeting targets around the number of people in drug and alcohol treatment, continuity of care rates between prison and community, and maintaining current levels of Public Health Grant expenditure on drug and alcohol misuse.
- Based on estimates of need shown in the model above, and engagement with colleagues and partners, we anticipate there are more people that would benefit from drug and alcohol treatment than are currently accessing support. There is a comprehensive programme of work – supported by increased national investment – to increase the numbers of people accessing services.

#### 4. Wider work

- In line with the aims of the National Strategy, we are auditing and improving pathways **from prison and police custody to community** drug treatment services. We have invested in additional staff roles, co-located within criminal justice settings, to improve people’s access to care in the community. We have established an operational sub-group of the Combating Drugs Partnership focusing on treatment pathways, building relationships between system partners and improved data-sharing and reporting.
- Project Adder – the Met Police programme to improve drug treatment support for offenders – is increasing the number of people taking up ‘test on arrest’, with the aim of referring those testing positive to treatment services. In Q1 of this year, around 50% of people accepting drug testing on arrest in Camden and Islington (for any offence) tested positive for at least one substance and were referred to drug treatment services. Project Adder is in its early stages and data outputs are high-level at present. As the programme continues, we look forward to receiving more granular data around locality, substances detected and the outcomes of referrals to services. We will monitor its outputs through our Criminal Justice System strand of the Combating Drugs Partnership, as part of its work on reviewing and assessing the operation of referral pathways.
- We commissioned a new community provider (SWIM) in 2022/23, to deliver a structured support programme specifically for men of Black African and Black Caribbean heritage leaving custody and who have drug and alcohol needs.
- Developing our Public Health staff team, which includes a new Public Health Strategist post to develop our Combatting Drugs Partnership (CDP) and its workstreams, and a new Commissioning Manager to oversee performance of our contracted services. We continue to monitor people management, programme management and data management capacity in commissioned services to track and help ensure that the structures and frontline delivery is effective, together with a thorough update of our strategic needs assessment for problem alcohol and drug use needs.
- As well as investing in our drug and alcohol treatment services, we have this year successfully mobilised the Individual Placement and Support (IPS) programme which provides intensive, tailored employment support for people in recovery.

- To ensure service users are represented effectively in service improvement and delivery, we are relaunching the **Islington Clients of Drug and Alcohol Service (ICDAS)** group – increasing the capacity and diversity of our service user forum.
- **Proactive work with providers of commissioned services** – performance metrics re. numbers in treatment for all substance use categories, and for treatment access on release from prison and police custody.
- We have established a pan-NCL Workforce Sub Group of the Combating Drugs Partnership to understand drug and alcohol workforce capacity across the region and develop ways to attract and retain high quality frontline practitioners.

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Resources and Community Wealth Building Directorates  
Town Hall, Upper Street, N1 2UD

Report of: Corporate Director of Resources  
Corporate Director – Community Wealth Building

Meeting of: Policy and Performance Scrutiny Committee

Date: 22 February 2024

Ward(s): All

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## **Subject: Impact of Covid-19 on Employment, Business, Economy, and the Council's Financial Position – Report of the Policy and Performance Scrutiny Committee**

### **12 Month Update**

#### **1 Synopsis**

- 1.1. At the Policy and Performance Scrutiny meeting on 10<sup>th</sup> March 2022 members made several recommendations to strengthen elements of the Council's work in responding to the impact of the pandemic on Islington's local economy and the Council's finances. The Executive responded to the Committee's recommendations at it's meeting on 2 March 2023.
- 1.2. This paper provides an update on the implementation of the recommendations. The Committee is asked to note the progress made.

#### **2. Recommendation**

- 2.1 To note the progress made since the conclusion of the Scrutiny Review.

### 3 Responses to the recommendations of the Policy and Performance Scrutiny Committee

#### EMPLOYMENT, BUSINESS AND ECONOMY

- 3.1. **Recommendation 1(a):** That the Council place on record its admiration and thanks to Islington businesses who, despite unprecedented pressures, have worked diligently throughout the pandemic to keep their customers and staff safe. In addition, they have invested extraordinary resources and efforts in meeting the enormous challenges presented by Covid-19, particularly those independent, locally owned businesses whose resilience was tested through various lockdowns and periods of restriction, and who continued to serve the needs of residents and protect local jobs.
- 3.2. **Response:** Throughout the pandemic and in its aftermath, the council's Inclusive Economy & Jobs Service has recorded admiration and thanks to Islington businesses at regular intervals through the monthly Business Bulletin. This acknowledgement of the incredible efforts to which Islington businesses have journeyed, to keep customers and staff safe, has been frequently reinforced at Town Centre Management and Traders' Association meetings and has been included on other occasions as opportunities have arisen, for example recently in the Cally Green Economy Strategy.
- 3.3. **Update:** The council continues to acknowledge the role that small independent businesses play in keeping communities safe and officers continue to work with businesses (for example around Community Safety) through the appropriate channels – e.g. Town Centre Management Groups and Trader Associations AGMs.
- 3.4. **Recommendation 1(b):** To ensure that residents understand that Business rates are set by Government, and not the Council, but that the Council will continue to lobby the government on behalf of businesses to reform the business rate system and make it fairer to support businesses. In the short-term as part of recovery efforts, the Council should also continue lobbying the Government to provide a continuation of the business rates holiday, VAT relief and eviction protections.
- 3.5. **Response:** The council keeps up to date with the latest business rate issues facing London boroughs and shares best practice through monthly meetings of the London Revenue Group. Officers will continue to participate in this body with a view to exploring opportunities to improve the service that we provide to businesses in the borough. Explanation of how business rates are set will continue to be included in

the council's Budget communications, and business rates policy will form part of the council's public affairs work. We will continue to support London Councils' and other representative bodies' lobbying activity.

- 3.6. **Update:** following a national business rates re-evaluation in 2022/23, the majority of Islington businesses saw their rates liability reduce. Nonetheless, the council will continue to work with local businesses who need support to ensure they understand how rates are set and the appeals process. For example, the council's Local Economies and Business Rates teams are planning a joint workshop in Q4 2023/24 in the Caledonian Road area to support businesses whose rates have increased following the reevaluation. The council continues to keep up to date and share best practice with other London boroughs, including supporting London Councils' lobbying activity where appropriate.
- 3.7. **Recommendation 1(c):** Capture learning from the extensive business communication and engagement undertaken during the pandemic, with a particular focus on supporting business owners where English is not their first language and ensuring that businesses can easily access information and guidance without needing to rely on the intensive level of support provided during the pandemic.
- 3.8. **Response:** The Local Economies team have captured learning and strengthened business networks which evolved during the pandemic period. This has included building upon examples of best practice around business engagement where businesses have English as a second language.
- 3.9. The Local Economies team now have over 10,000 contacts, the majority of whom (over 8,200), are individuals and businesses that have opted to receive a copy of the monthly Business Bulletin. The bulletin has grown over the past few months by over 1,200 indicating that content is of relevance and of interest, for example notifying businesses of grant opportunities which are aimed at helping them to cope with new challenges, save money, and become greener.
- 3.10. The pandemic also strengthened Islington Town Centre networks and trader associations, in the case of 'the Cally,' for example leading to the constitution of a new trader's body. Online communications have also evolved, with the development of What's App groups into most Islington Town Centre groupings. These groups are vital in facilitating B2B, direct officer communications for new initiatives, and festive events in addition to other types of information and guidance when required.

- 3.11. A Rapid Response Business Inbox has also been made available for businesses to communicate on a one-to-one basis. Local economy officer twitter channels provide opportunities for gathering useful information from businesses, making new announcements, for example about grant schemes and promoting opportunities in new affordable workspace facilities. Social media channels also enable cross-collaboration to help facilitate community activities such as a new heritage walk being organised for Whitecross Street to attract interest in the area and drive-up footfall.
- 3.12. A construction directory of local, small building businesses has been compiled as a contact resource for larger companies and anchor institutions, looking to sub-contract with local firms to drive up social value. The Local Economies team works with colleagues from Corporate Communications to ensure business-facing information continues to be accessible to speakers of other languages.
- 3.13. **Update:** The council's Local Economies team continues to strengthen its business communication and build on the work done to establish strong business networks. There continues to be regular communication with businesses through multiple channels including the business bulletin, Whatsapp groups for local traders, and the business support inbox which continues to be monitored daily. Officers also conduct minimum weekly visits to their town centres, enabling face-to-face communication with those for whom digital communications are not accessible. Traders Associations or Town Centre Management Groups exist in all town centres with a Local Economy Officer and serve as a conduit into the wider business community. Since the previous update the Local Economies team have also implemented a new CRM system to record all of their business interactions, and are on track to show bespoke positive business interactions with over 1,500 independent businesses in 2023/24 (**not** including mass mailouts from e.g. the bulletin or other newsletters).
- 3.14. **Recommendation 1(d):** To recognise the importance of using the Council's spending power both as an enabler and commissioner to help local businesses recover, and put in place targets, as committed in the Council's Progressive Procurement Strategy, to increase spend with small/medium businesses in the local economy, and to increase the number who are successful in securing contracts through the Council's procurement processes.
- 3.15. **Response:** One of the key aims of our Progressive Procurement Strategy, reflected in both the Draft Community Wealth Building (CWB) Strategy and the Islington Together 2030 plan is that more council spend will be through local businesses, locking wealth into our local economy and delivering benefits for residents and communities through social value commitments. A range of activity is underway to deliver this ambition including:



- Training on commissioning, procurement, and social value for Members and for key officers involved in commissioning, procurement, and contract management to ensure that opportunities to deliver social value, including using local suppliers, are built into all stages of the process.
- A requirement that all those bidding for council contracts must set out how they will deliver social value, and this will be weighted at 20% when scoring bids
- Training and workshops for local SMEs (Small Medium Enterprises) and VCS (Voluntary Community Services) organisations.
- Procuring a new Contracts Register to provide improved oversight of our contracts and spend and enable early identification of upcoming opportunities for social value and for local suppliers to bid.
- Exploring options through the new Islington Anchor Institution Network to use the collective purchasing power to purchase more goods and services through the local economy.

3.16. We have introduced two new corporate performance indicators to help us monitor progress in increasing council spend with local businesses ((i.e., Islington and neighbouring boroughs - Camden, City, Hackney & Haringey):

- Percentage of suppliers from overall supplier base who are local
- Percentage of expenditure with local businesses:

We are in the process of calculating baseline data for 2022/23 and setting targets for the next four years. These will be reported separately to Members.

3.17. **Update:** The council requires social value to be embedded in all its tender documents and a weighting of 20% is applied when scoring bids. For all key decisions (over £500k revenue or £1m capital) tender documents are scrutinised monthly by the Commissioning and Procurement Board to ensure that social value requests are embedded as per council policy.

3.18. Final work to get the new Contracts Register ready to launch is now underway. The new Contracts Register will support the procurement forward plan and enable us to proactively identify upcoming contracts and commissioning and explore opportunities to deliver new ways of working and social value.

3.19. The development of a new 'Social Value Operational Group' has brought together subject matter experts from across Inclusive Economy and Jobs, and Environment and Climate Change. This group acts as a single point of contact which has supported commissioners to consider targetted social value criteria which focus on the key priority areas for the Council.

- 3.20. **Recommendation 1(e):** To reaffirm the Council’s commitment to enabling secure, paid work in Islington, and to initiate a campaign to increase the number of local hospitality businesses that are paying the London Living Wage, and to encourage employers to provide ‘good work’ for their employees, recognising that smaller businesses may need more support and time to deliver.
- 3.21. **Response:** An increase in the number of businesses paying the London Living Wage is embedded into the corporate performance framework for 22/23 and beyond. The Strategic Programmes and Partnerships seek to deliver this with the support of the Living Wage Foundation to promote Islington as a Living Wage Place. In the context of a cost-of-living crisis, we are refreshing the Islington Living Wage Place Action Plan to ensure that it is targeted at sectors in which low pay is a particular issue, including hospitality businesses. This is likely to involve ‘deep dive’ workshops in which local hospitality businesses that *do* pay the London Living Wage and experts from the Living Wage Foundation will share barriers faced by their sector and how they can be overcome. Depending upon the size of hospitality businesses, tailored engagement approaches will be deployed to share these findings and encourage these businesses to become Living Wage Foundation accredited. There are also two “Mayoral Academies” for the hospitality sector covering Islington, both with a remit to promote the living wage to local businesses. Through the Living Wage Foundation, we will be working with both academies to share their plans to promote the living wage – one led by Capital City College Group and the other by Conel College.
- 3.22. **Update:** The Council continues its commitment to London Living Wage using its influence to increase the number of jobs available locally that pay this. Activity in support of this commitment over the past number of months has included:
- A Living Wage Week comms campaign: Using its social media channels, the Council encouraged more businesses to pay LLW through a campaign that featured business owners that do pay LLW talking about why they have chosen to do this and why they consider it makes business sense. Reasons cited included better staff retention, and companies themselves being viewed more favourably by their customers when they are LLW employers.
  - Developing a requirement that suppliers wishing to contract with the Islington Anchor Institutions Network pay the living wage. The Islington Anchor Institutions Network was set up in September 2022 and comprises twelve large local employers who are working in unison to (among other things) keep their procurement spending local but also use that spend influence to encourage good employment practices - including payment of LLW

- A research project with University College London, Staffordshire University and University of Sheffield which started in November 2023. The main focus of the research is looking at work that is poor in terms of pay and conditions and the relationship between that and union membership. The research will consider how union membership can support the development of more ‘good’ work including work that pays the Living Wage.
- 3.23. **Recommendation 1(f):** To pursue the expansion of the Council’s affordable workspace portfolio, including securing additional space on high streets and local neighbourhoods, although not at the expense of social housing in the case of neighbourhoods, and to promote a diversity of opportunities for local people to start-up their own businesses.
- 3.24. **Response:** The Affordable Workspace team are working with colleagues across the Council including property services to explore and enable the expansion of the programme with the aim of maximising the use of sub-optimised assets, such as garages and vacant properties in town centres, with the long term aim of delivering a comprehensive offer across Islington. The programme continues to engage with those within our communities who need the most help.
- 3.25. Four operational sites in the borough have delivered £1.25m of social value to date. Further sites, Regents Wharf, Bingfield Street and Garrett Street will be tendered for operators in 2023, subject to planning and other approvals.
- Bingfield Undercrofts space will bring previously underused council owned space into use as a small 150m<sup>2</sup> workspace within Caledonian Ward.
  - Regents Wharf will be themed as a net zero workspace, located close to the King’s Cross Knowledge Quarter. The 350m<sup>2</sup> space will bring a focus on net zero business incubator space for the borough.
  - Garrett Street will provide 1000m<sup>2</sup> of affordable maker space into use by the end of 2025.
  - In addition, an innovative approach to small sites is in development, which will initially activate up to 325m<sup>2</sup> in five spaces as grow on space for small businesses. It is anticipated that a further 300-400m<sup>2</sup> in smaller spaces will be identified and developed over the course of the next two years.
  - Archway’s designation as a CEZ (Creative Enterprise Zone) will also secure additional space for creative enterprise in the zone and will be supported with funding from AWS (Affordable Workspace)

- 3.26. The emerging Affordable Workspace strategy will also address growth on spaces in underutilised spaces in council ownership and on the high streets. As well as consideration of strategic decisions for S106 contributions.
- 3.27. The new Local Plan, which was adopted in September 2023, includes policies which strengthen the council's ability to secure affordable workspace. Developers will be required to deliver more space (10% will be required instead of the current indicative 5% as a starting point for negotiations) and for a longer period of 20 years instead of 10, with very large schemes in the south of the borough being required to deliver affordable space in perpetuity. Further, affordable workspace of higher quality will be required.
- 3.28. The council is also in the process of introducing Article 4 Directions to remove the recently introduced permitted development rights which allow a range of commercial uses, including offices, to change to residential use without planning permission. These permitted development rights can erode clusters of commercial activity, and lower grade spaces which are relatively affordable are often most vulnerable to the pressure from pd rights. Permitted development rights also bypass planning policies and remove the ability to secure affordable workspace and other planning benefits.
- 3.29. The first tranche of Article 4 Direction notifications was issued in August 2022 focusing on the following areas: Central Activities Zone (CAZ) and CAZ Fringe in Kings Cross Area; Vale Royal/Brewery Road Locally Significant Industrial Site; Fonthill Road Specialist Shopping Area; and Camden Passage Specialist Shopping Area. These Directions will come into force in August 2023.
- 3.30. Preliminary work has commenced on the second tranche of Article 4 Directions, which will focus on other Town Centres in the borough, as well as Local Shopping Areas and other employment clusters.
- 3.31. **Update:** As of Q2 2023/34, £885k of social value has been delivered through the council's 4 Affordable Workspace sites, surpassing the target of £500k for the full year. The council is on track to develop a refreshed Affordable Workspace Strategy by March 2024, and the new Local Plan has been adopted, strengthening the council's ability to secure Affordable Workspace opportunities for its residents. In addition, the council's Article 4 Direction removing permitted development rights came into force in August 2023, protecting shops, offices, and industrial space in 4 economically significant areas of the borough: parts of Angel and Kings Cross that fall within the CAZ; Vale Royal and Brewery Road, Camden Passage and Fonthill Road. Officers are now working on the second tranche of Article 4 directions focused on other Town Centres and local shopping centres.

- 3.32. Planning Permission was issued for 99 City Road which secured landmark planning benefits. This includes the provision of over 4300sqm of affordable workspace, a space available to the Council and small businesses with contributions to operation costs. There is also 350sqm of community maker space at peppercorn rent, and a contribution of over £4m of capital/operating costs over 5 years. To support skills and jobs in relevant sectors the developer will make a £450,000 contribution per annum to the LIFT project for 5 years, as well as £250,000 contribution towards cultural programming in the Borough and delivery of 65 construction training placements and apprenticeships.
- 3.33. **Recommendation 1(g):** Continue to invest in support for local economies, in Islington town centres, neighbourhood parades, and create networks of businesses to work with the Council to increase footfall to local shops, hospitality businesses and cultural venues, including in the south of the borough which is being impacted by potentially long-term changes to the city and hybrid working.
- 3.34. **Response:** In April 2021, the Government amended Permitted Development Rights to add a new category: change of use from Class E “business, commercial and service use” to residential (Class C3). Class E includes shops, restaurants, estate agents, offices, museums, and indoor sports facilities.
- 3.35. As stated above, in different parts of the borough, including in the southern Central Activities Zone, the Islington Planning Service is using Article 4 directions to protect space for businesses by reintroducing a requirement for application for full planning permission rather than using the prior approval process.
- 3.36. The Local Economies team has developed a borough-wide strategy which frames a series of local strategies for town centres, high streets, and parades across the borough – including in the south, which forms part of the strategic, Central Activities Zone.
- 3.37. A core element of the strategy assists energy intensive businesses, for example those in the hospitality and restaurant trade, with access to grants and advice to reduce consumption, thereby saving money, modernising their business operations, and enabling them to play their part in the borough meeting its Net Zero carbon target. This is a sign of our commitment to local businesses; - the council succeeding in protecting its funding for small businesses at a time of considerable fiscal restraint. Over 10,000 businesses have been contacted about ReLondon grants for example, which support them in making their operations more efficient, whilst the Energising Small Businesses Grant Scheme offers £5,000 grants to small businesses to implement energy saving measures. Islington has also piloted free cargo bike delivery to replace diesel vans in the Cally and Exmouth Market, an initiative that is saving businesses money as well as reducing carbon emissions.

- 3.38. Another crucial element underlining the inclusivity of our business support approach has involved reframing markets as a stepping stone towards developing a small business. A new Markets Development Officer role has been funded, part of the role being to encourage new entrants to market trading, including entrepreneurs who want to test out business ideas. This offer is in addition to opportunities for next generation traders to provide affordable necessities to residents struggling to get by amid a cost-of-living crisis.
- 3.39. Stronger links are also being forged between small local businesses and anchor institutions, locally rooted, large organisations nine of whom have recently formed the Anchor Institutions Partnership. The partnership has set up a 'Procurement' task and finish group, a key task of which is to structure their supply contracts in ways that provide a genuine opportunity for small businesses to collaborate and bid successfully. Another working group is addressing the issues that local businesses face accessing employees, facilitating links and pathways between our Employment Support Organisations and SMEs.
- 3.40. The local economies team also work with the Strategic Partnerships and Programmes team to form stakeholder groups that can identify and work up bids from funders such as the GLA (Greater London Authority) to benefit our town centres, high streets, and neighbourhood parades by bringing more business activity in the area. A recent example is the Archway Creative Enterprise Zone (CEZ). The Archway CEZ has successfully competed for funding against stiff competition from other London boroughs to become a designated area where artists and creative businesses will find permanent, affordable space to work and grow and where local people will be helped to learn creative sector skills and access pathways to employment.
- 3.41. The team will continue its work to establish and empower locally led Traders Associations to take collective decisions about local economy initiatives and support them to deliver their agreed priorities, pulling in cross-council support wherever appropriate. Town Centre Grants provide resource for small businesses to improve the look and feel of their local high street, for example through upgrading shop fronts. The team will also sustain relationships with business networks such as Angel.London, and the Federation of Small Businesses.
- 3.42. **Update:** the council's Local Economies team continues to provide extensive support for its small independent businesses, including delivering the following over the 23/24 financial year:
- Securing funding for an additional 2 cargo bikes for business usage, located in Highbury Barn and Blackstock Road, in addition to those already in place in the Cally and Exmouth Market.

- Grant-aided 113 small independent hospitality businesses between Dec 22 and March 23, to support with the cost-of-doing business during a period of peak energy costs.
- Continued to support small businesses to implement energy-efficiency measures, including the Energising Small Business grant scheme which provides £1,500 grants for carbon-reduction measures and up to £5,000 for installation of a new heat pump. Since the scheme began, over 170 businesses have been supported, achieving 193 tonnes of CO2 savings per annum.
- Invested in our traditional street markets. A new Markets Development Officer started in February 2023 and has made significant improvements to trader relationships and retention at Chapel Market during a period of intensive public realm improvement works.
- A 'market traders training course' has been delivered in partnership with Adult Community Learning for local residents who have an entrepreneurial idea and need support to take their product to market. Graduates from the course are being provided with opportunities to trade in markets across the borough including Archway and Chapel Market to gain experience and pilot their offer.
- Publicly launched Archway's Creative Enterprise Zone in October 2023 with a large public event drawing over 1,000 attendees from the local area.
- Delivered a series of 'festive events' in Archway, Finsbury Park, Whitecross, the Cally, Nag's Head, and Chapel Market drawing in excess of 5,000 local residents collectively with over £16,000 (68%) spent with local suppliers.
- Successfully applied for the 2023 'Small Business Saturday' tour to take place in Islington (one of only 2 London boroughs selected) to showcase a range of our small businesses. Visited a mix of retail and hospitality businesses in Nag's Head and Finsbury Park, with extensive social media coverage provided to boost awareness and profile of these small independent businesses.
- Supported hundreds of businesses to engage with Liveable Neighbourhood consultations and engagement exercises. Drawing on learning from the Pandemic, face-to-face engagement was conducted (door-to-door and through in-person workshops) with businesses supported to complete surveys about the potential impact on business operations.
- Used UKSPF funding to agree a programme of heavily discounted FSB memberships for Islington SMEs, due to launch in January 2024.

## COUNCIL FINANCIAL POSITION

- 3.43. **Recommendation (h):** To recognise the vulnerability of the Council to the loss of income, primarily from fees and charges from services such as parking and leisure and put in place measures to address these. This income is vital to underpin the investment the Council makes. Taking parking for example, £30m of income is generated which offsets eligible expenditure. Items which would count as eligible expenditure include £1.4m of highways & pavement works, £12m towards concessionary fares for our residents, £0.5m in road safety measures and £4.1m on provision of accessible community transport. In recognising the vulnerability in income levels, it may be necessary to identify possible compensatory savings, if the loss of income results in a shortfall to the medium-term financial budget.
- 3.44. **Response:** Income plays a major role in funding the Councils vital services to residents. As part of the Councils ongoing Financial Monitoring, its income streams are closely monitored. During the COVID pandemic the Council was required to report month by month analysis ensuring that there was a close grip and up to date information on any short-term problems.
- 3.44 Within the budget setting process the Council looks at the level of its Fees & Charges and models the financial impacts of demand for these services into the medium term. Where income is expected to erode over time, prudent budgetary decisions are made in a timely manner. This ensures that knee jerk decisions are avoided, and the Council can make longer term decisions on its financial position overall. Equally, any opportunities to fully recover costs through charging for discretionary services are considered at this point.
- 3.45 A core principle of the MTFSS (Medium Term Financial Savings) is ensuring that estimates are robust. All income budgets are reviewed annually (and throughout the year), and income targets are reduced where required.
- 3.46 **Update:** Income budgets continue to be under pressure from a number of economic and behavioural factors. The cost of living crisis which our residents and businesses are enduring will change the way they use our services and affect their ability to pay when they do access them.
- 3.47 Additional and perhaps more pronounced is the behavioural change being seen in the post Covid world. The reason for implementing charges across much of our highways and transportation services is to influence usage and seek to disincentivise those behaviours which are detrimental to the health, cleanliness and safety of the borough. Perhaps amplified by the cost of living crisis, the behaviours of our residents, businesses and visitors are more in line with our policy intentions quicker than anticipated (for example fewer high polluting vehicles and a move to more



environmentally friendly modes of transport). The result of this is a challenge to the financial assumptions in the budget.

- 3.48 At Quarter 2 2023/24 the financial position of the parking account is showing a pressure of £9m. Overall the Council's financial pressure can be mitigated down to a £5.8m usage of reserves.
- 3.49 Looking longer term, the draft budget proposals fully address this pressure and make forward assumptions about a continuation of the trend. The Council proposes to hold a £5m contingency in order to deal with any in year pressures. At present, the consideration is that this position is sustainable and based on robust estimates however they will continue to be subjected to significant scrutiny and stress testing.
- 3.50 **Recommendation (i):** That the Council place on record the failure of the Government to provide all necessary funding for the COVID pandemic. This in addition to the requirement for the Council to make savings in excess of £275m due to austerity measures imposed by Government over the past 10 years. The Government failed to fund the COVID pandemic costs incurred by the Council to the tune of £6m in 2020/21, and this has resulted in the Council having to make additional savings in its medium/long term financial savings plan.
- 3.51 **Response:** The Council's outturn report for 2020/21 showed the stark impact of COVID on our finances. The Council has continued to see the impact of COVID on its finances and demand for its services. These effects have been compounded by recent economic volatility leading to increased costs to the Council and hardship for our residents.
- 3.52 The Council's budget report sets out a requirement of a further £11m of General Fund savings in 2023/24. This is to pay for increases in demand and a shortfall in funding. Overall, before demand factors are taken in to account, inflation on our costs is running at 11% however our increase in funding equates to 9.8%.
- 3.53 **Update:** Since 2020, Islington Council has seen a 45% real terms reduction in its spending power. This equates to around £140m under funding in today's prices. This has put fundamental pressure on the services our residents rely on. Additionally it has caused the Council to increase Council Tax and remove subsidisation of services placing a greater financial burden on those in our communities.
- 3.54 It is therefore clear that the environment the Council operates remains deeply challenged with no long term solutions on the horizon. Representatives for the Council have collectively and individually called on the Government to change its approach and recognise the essential work that Councils do, the financial pressures they are experiencing and the consequences of not supporting the vital sector.

3.55 Aligned to the announcement of the Councils budget, the Council made 3 asks of Government:

- To help us build more homes

We asked Government to make it easier for Islington and other local authorities to borrow money at affordable rates to build much-needed new council homes, against the strong security of decades of future rents from those homes.

- To help us maintain council homes

We need Government help to tackle a long-term shortage in funding for maintenance, caused by Government policies, which will cause poorer conditions in council homes in years to come.

- Fairer Funding

The current piecemeal approach to funding is not sustainable – we need an ongoing settlement to create a resilient adult social care system that's fit for the future, and guarantees everyone the care they deserve.

3.56 **Recommendation (j):** That it be noted that the provisional Local Government settlement for Islington did not provide sufficient funding to meet the Council's pressures. Any additional monies were in relation to costs of new burdens such as meeting the increase in National Insurance, or largely one off in nature. The increased demand and pressures on key services, such as Adult Social Care and children's social care, plus large increases in inflation, will mean that the Council will not be adequately funded. This inevitably means that the Council will need to increase savings targets in the medium and longer term to adequately fund our services and meet future demand.

3.57 **Response:** The 2022/23 Local Government Finance settlement again only provided certainty to the Council for one year, preventing long term planning. The settlement did not cover the increased costs of demand, primarily in relation to Social Care costs.

3.58 The 2023/24 Local Government Finance settlement again did not fully cover inflationary pressures even before the accelerating costs and demand for Social Care. As a result, the Council is required to find £11m of General Fund savings to achieve a balanced budget.

3.59 A long-term funding solution for Adult Social Care is required together with a longer-term financial settlement period in order to provide the Council with the certainty needed for service planning.

3.60 **Update:** During the 2024/25 Local Government Finance Settlement process, the Government have been clear that there is no additional funding to support the increasing number of Councils entering financial distress. Seemingly the only option available to Councils struggling is to borrow more money and saddle future generations with the debts for today's services.

- 3.61 Councils are actively encouraged to reduce their financial sustainability through the one off and dangerous use of their reserves. The Government have also recently consulted on giving local authorities an ability to borrow to meet ongoing expenditure – breaching a fundamental safeguard in financial management.
- 3.62 Overall there is concern about the financial sustainability of the sector as a whole and fundamental change in Government policy is required to avoid the widespread failure of Local Government.
- 3.63 The Council has worked hard to manage its finances well. We have safety mechanisms such as our contingency budget, our general fund balance and a limited amount of earmarked reserves which could be repurposed in an emergency. However these would be insufficient in the medium term to support the Council to meet the rapidly escalating costs which all Councils are experiencing. Without a sector wide change, our responsible approach has bought us time in avoiding the situation that up to a third of the sector are already experiencing.

## **4 Implications**

### **4.1 Financial Implications**

There are no additional financial implications arising from the recommendations of this report. The report sets out the strategic implications of the matters considered.

### **4.2 Legal Implications**

There are no additional legal implications arising from this report.

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

There are no additional environmental Implications arising from this report.

### **4.4 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.

4.5 An Equalities Impact Assessment is not required in relation to this report. Agreed actions refer to existing plans, which the Inclusive Economy Service are undertaking.

## **5 Conclusion and reasons for recommendation**

5.1 This report provides an update on the implementation of the committee's recommendations. As detailed in the Executive response, Policy and Performance Scrutiny has guided the Inclusive Economy Service approach to addressing key policy challenges, and also highlighted the financial challenges facing local government. The Committee is asked to note the progress update.

### **Appendices:**

None

### **Background papers:**

None

### **Final report clearance:**

Approved by: Corporate Director – Community Wealth Building, and

Director of Finance

Date: 1 February 2024

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# Resident Experience Programme

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**Update**

Agenda Item D3

# Resident Experience Programme Background & Scope

The Resident Experience Programme was reset in January 2023 and structured around three phases of work.

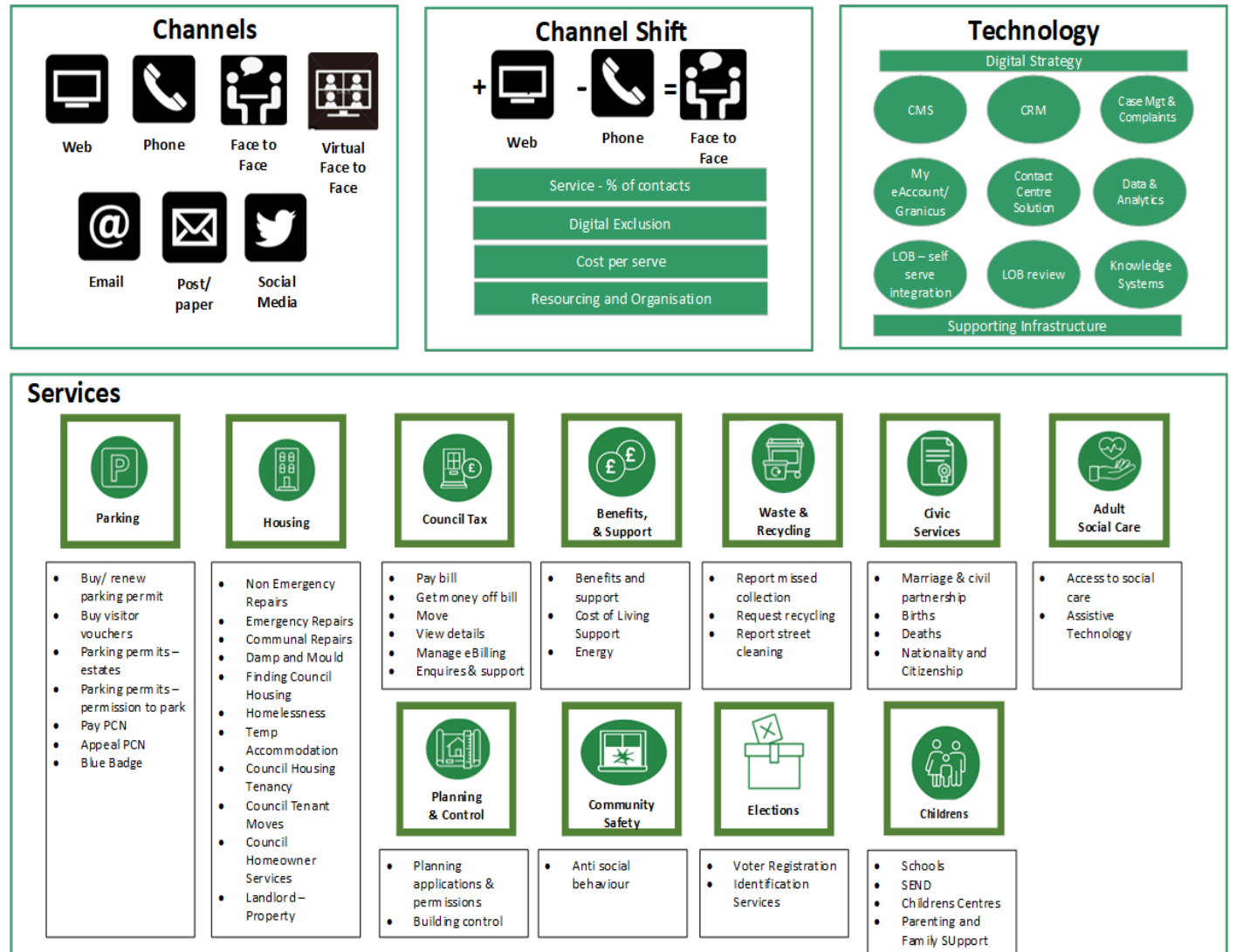
**Phase 1:** focus on improvements to the Council's telephone and face to face resident services and delivery of tactical changes to improve resident satisfaction by March 2024.

**Phase 2:** define our future resident experience offer and identify the business case, roadmap and funding required to implement the offer for Executive approval, currently scheduled by the end of March 2024.

**Phase 3:** focus on the more complex work required to make significant improvements to our digital offer to residents and operating model.

The programme aims to deliver real transformation to the Council's resident services, following years of under-investment and growing complexity of resident needs.

The programme scope was set to ensure that the resident experience is considered from end to end and includes; contact channels, the way the council is organised, staff, leadership, processes and data.



# Resident Experience Programme Phase 1 Progress

## Face to Face

- Redesign and launch of Access Islington Central Hub in 222 Upper Street in July 2023 & South Hub in September 2023.
- North Hub scheduled for launch Spring 2024.
- Since their launch – we have continued to support **digitally excluded residents** and **over 600 Connection Sessions have taken place to support residents with complex needs.**

## Telephone

- Page 43
- Simplification of call routing and rationalisation of phone numbers to help residents get to the right service area first time – leading to an immediate **16% reduction in call volume.**
  - Implementation of Omnichannel solution and roll out of telephony channel from September 2023.
  - Residents are provided with clear, consistent messaging, details of queue position and the opportunity to request call backs – leading to **14% reduction in queue abandonment.**
  - Daily [monitoring](#) allows real time management of queues – with a **reduction in average wait time from 6 mins to 3.5 mins** in Access Islington.
  - Data and analytics is also being used to support improvements in agent call handing and identifying training requirements – **reducing average handing time by 1.15 mins** in Access Islington.

## Digital Channels

- **Launch of new digital portal** in January 2024.
- **Redesigned website home page and upgrade to search functionality** launched in November 2023 – making it easier for residents to find the information they need.
- **Full review of council website's content in progress** – ensuring content is simpler, more accessible, up to date and measurable.

## Upskilling our Contact Centre Staff

- **Programme of customer service skills training designed and rolled out to over 120 staff** in all 3 contact centres.
- **33 Bespoke service training courses** designed and rolled out to staff in Access Islington to support cross skilling and additional resilience for the contact centre, supporting reductions in average handling time and failure demand.

# Resident Experience Complaints Management

## Action

- **Redesign of end-to-end complaints management process**
- Introduction of **enhanced governance and reporting arrangements** – supported by a **new Complaints Improvement Board**.
- **Recruitment of additional staff** to address historical under resourcing
- **Implementation of new Govmetric complaint management system** in January 2024 – replacing outdated technology and improving the ability to analyse and respond to resident feedback and identify opportunities for learning and service improvement
- **Consolidation of the two housing complaint teams into a single unit** – recruiting additional staff to meet current and ongoing demand
- Development of Housing Improvement Plan – responding to the Housing Ombudsman P49 report, **incorporating changes and improvements across the whole service**.
- **Website content rewritten and refreshed** – in line with Ombudsman requirements.
- **Complaints policy and Compensation guidelines rewritten and refreshed** – in line with Ombudsman guidance.
- **New complaints network established** – Complaints Leads across the council with a focus on lessons learnt, quality, consistency and shared expertise



# Resident Experience Complaints Management

## Impact

- **Stage 2 backlog cleared on 16 May 2023** – with all subsequent complaints complying with agreed timescales
- **The LGSCO wrote to the Council reporting satisfaction with our response** to their investigation and the actions taken to improve the resident experience – their investigation was subsequently closed in June 2023
- **Housing backlog cleared in August 2023** – complaints are now being investigated more quickly at stage 1 of the complaints process.
- **All complaints staff across the Council now using the Complaints Case Tracker system** – providing greater visibility and management assurance at all stages

## Next Steps

- Page 45
- **Implementation of Housing Improvement Plan**
  - **Development of Phase 2 of Complaint Management Solution** – further enhancing insight from complaints and other resident feedback.
  - **Establishment of a programme of customer journey mapping** – identifying opportunities to reduce failure demand, improve the resident experience and ensure resident feedback informs learning, staff development and service design and delivery
  - **Development of new mandatory complaint investigation skills training and letter writing** programmes for all staff – ensuring robust investigations and empathetic responses to resident concerns
  - **Complaint working groups with residents** – to assist with further improvements across all stages of the process and to co-design a new Customer Charter to elevate the resident experience across the organisation.
  - **Exploration of use of AI** to capture themes and issues, as well as to assist with responses.

# Resident Experience – Service Review

Service reviews have been carried out and signed off for:

- Adults Social Care – Front Door
- Parking
- Housing Needs and
- Housing Repairs

Completed **service reviews have to date identified 226 opportunities** categorised as either Quick Wins, or Medium / Long-Term opportunities that will be captured in business cases.

## Quick Wins

### Parking

- **Blue badge webpages reviewed and updated** to include a step-by-step guide.
- **Blue badge renewal letters sent out earlier** – significantly reducing last minute applications and phone calls.
- **Back-office staff availability aligned with contact centre opening hours** – leading to reduced volume of repeat calls.
- **Changes to the parking permit refund process** - leading to **80% reduction** in refund timescales.
- **Process changes introduced in permit applications** – eliminating the risk of customers receiving a PCN while an application is being completed.

### Adult Social Care

- **Amendments to safeguarding form** – supporting accurate completion and faster resolution.
- **Updates to automatic response emails** – providing clear information regarding next steps to reduce chase up calls.

Service reviews in progress or to be commenced:

- Council Tax and Business Rates
- Highways
- Housing Tenancy
- Waste and Recycling
- Children's Services
- Planning

### Housing Repairs

- Details of timescales have been included as part of online repairs reporting to help set resident expectations and help prevent repeat calls.
- Process for reviewing completed repairs has been updated, to help ensure repairs meet certain standards. This is helping build resident confidence and improve satisfaction.
- New standards for handling no-access and rescheduling scenarios have been introduced which should lead to a 15% reduction in failure demand.

### Registrars

- Change in website content to ensure certificate timescales are clear which has reduced contact volumes.
- Clarity provided on failed online Citizenship bookings to explain Home Office timescales has significantly reduced contact centre contacts.

# Phase 2 Resident Research and Benchmarking – Resident Engagement

To support the creation of a future target operating model and business case for phase 3, we are undertaking resident research and benchmarking with other LA's. The themes below are based on feedback from residents visiting Access Islington alongside insights derived from mystery shopping, call listening and wider data analysis:

## Communication

- **Residents valued the face to face and human contact at Access Islington** versus "someone behind a keyboard" on the phone.
- Residents felt they received **mixed messages across the multiple Islington contact channels** and spoke about their frustrations of being passed between multiple people within the council and **having to re-tell their story multiple times**.
- **Residents wanted more clarity about the next steps** once they had raised an issue.

## Clear signposting

- **Residents were often unclear who to contact** to get the right support for their issue.
- **Residents didn't understand why or who they were being transferred or referred to** - building frustration.
- **Challenges with navigating the website or lack of clarity when speaking to someone** on the phone meant some **residents felt it was better to visit Access Islington** to have a conversation enabling clear direction and support for their issue.

## Wrap around support

- **Those visiting the Access Islington hubs often had more than one issue** they needed support with and **highlighted the benefit of having an in-person conversation, where they feel listened to and are supported by patient and understanding Islington staff**.
- **The importance of building a relationship with a single professional who can provide a singular point of contact** to help coordinate their needs across many different council services was highlighted on multiple occasions.
- **Some of the residents had heard about support via VCS partners and other agencies**.

## Digital service

- **There are a range of digital self-serve options on the website, but system issues prevented residents from completing some tasks** without assistance e.g., residents were unable to renew their parking permit online due to issues with the Taranto system.
- **Website is home to a lot of information, but it is difficult to navigate**, as echoed in the web survey.
- **Residents were very positive about the digital support they could receive f2f in the Access Islington hub**; however, a number queried why there couldn't be additional support over the phone and felt agents had limited knowledge of the information on the website.

## Resident trust in council

- **Residents repeatedly reported that it took multiple attempts across a variety of channels to get a response from the council** on their request or follow-up on actions previously agreed to.
- **Residents reported that they didn't trust the council to resolve their issue over the phone or digitally** and they manually kept a record of their contacts, reference numbers and who they were speaking with to evidence their contacts and prior agreements for inevitable follow-up.
- **Residents reported that they didn't see the point in leaving feedback or making a complaint** as it would have no impact.

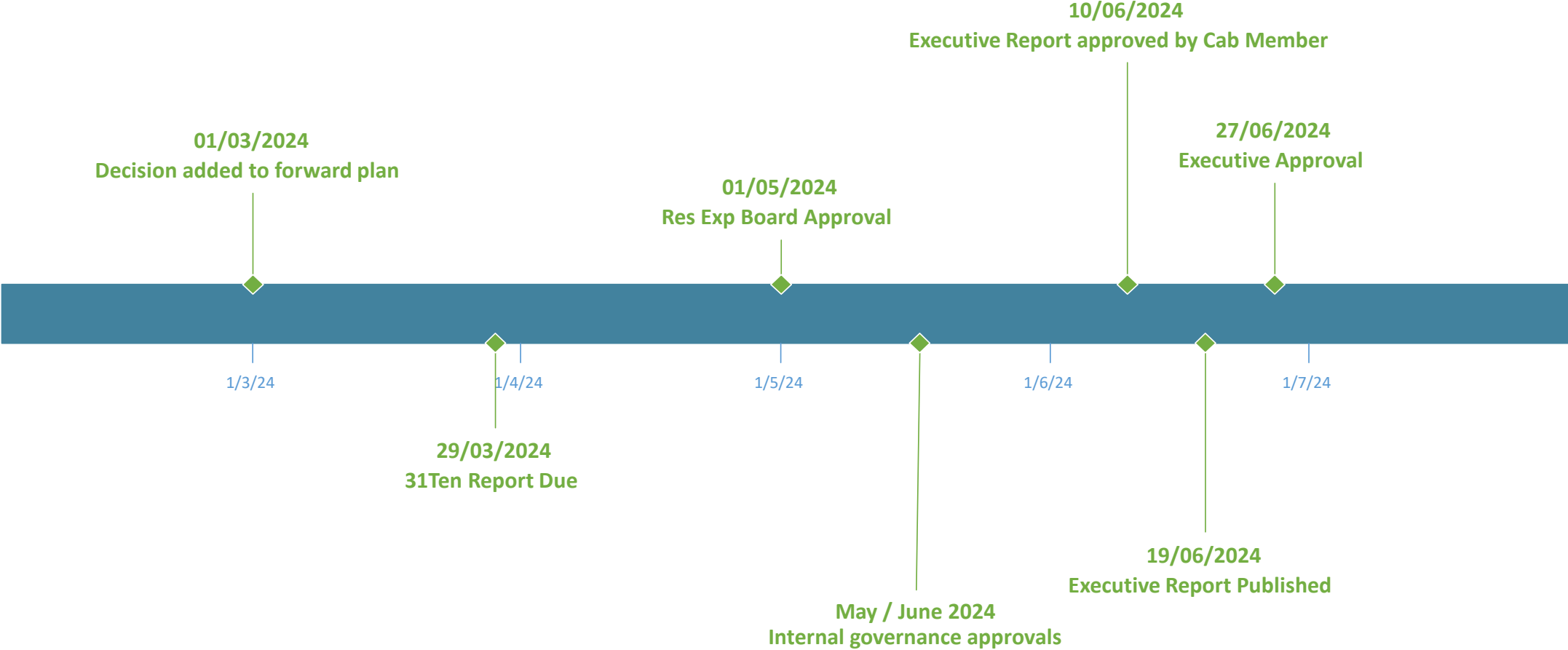
## Accessibility & inclusivity

- **Residents felt the support provided in the hubs enabled them to access services when they were unable to do so digitally** or over the phone.
- **Additional language options and support online** would be welcome for those learning English who struggled to interpret correspondence.
- **Navigating the website and accessing and completing forms on smartphones or tablets is challenging**.

# Phase 3 Business Case Timelines

- Timeline below shows the proposed timeline for the phase 3 business case approval.

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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 14 MARCH 2024 AND BEYOND**

Victoria Lawson  
Chief Executive  
Islington Council  
Town Hall  
Upper Street  
London N1 2UD

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

Published on 1 February 2024

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 14 MARCH 2024 AND BEYOND

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

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

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

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

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

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

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

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

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Procurement strategy for responsive repairs and maintenance contracts	All Wards	Executive	8 February 2024	None	Open	Jed Young <a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a>  Councillor Una O'Halloran, Executive Member for Homes and Communities <a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a>
2.	Executive response to the recommendations of the Environment and Regeneration Scrutiny Committee - Circular Economy and Jobs	All Wards	Executive	8 February 2024	None	Open	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>  Councillor Santiago Bell-Bradford, Executive Member for Inclusive Economy and Jobs <a href="mailto:Santiago.BB@islington.gov.uk">Santiago.BB@islington.gov.uk</a>
3.	Procurement strategy for lift modernisation schemes	All Wards	Executive	8 February 2024	None	<b>Open</b>	Jed Young <a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a>  Councillor Una O'Halloran, Executive Member for Homes and Communities <a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a>
4.	Admission to Islington Community Schools 2025-2026	All Wards	Executive	8 February 2024	None	Open	Jon Abbey <a href="mailto:Jon.abbey@islington.gov.uk">Jon.abbey@islington.gov.uk</a>  Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families <a href="mailto:michelline.ngongo@islington.gov.uk">michelline.ngongo@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.	Proposal on the future of Duncombe and Montem Primary Schools	All Wards	Executive	8 February 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jon Abbey <a href="mailto:Jon.abbey@islington.gov.uk">Jon.abbey@islington.gov.uk</a>  Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families <a href="mailto:michelline.ngongo@islington.gov.uk">michelline.ngongo@islington.gov.uk</a>
6. Page 52	Procurement strategy for Financial System replacement	All Wards	Executive	8 February 2024	None	<b>Open</b>	David Hodgkinson <a href="mailto:David.hodgkinson@islington.gov.uk">David.hodgkinson@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
7.	Procurement strategy for Islington Adults Community Early Intervention and Prevention Wellbeing Service	All Wards	Executive	8 February 2024	None	<b>Open</b>	John Everson <a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>  Councillor Nurullah Turan, Executive Member for Health and Social Care <a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a>

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
8.	Contract award for Islington film service	All Wards	Corporate Director Community Engagement and Wellbeing	14 February 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Raj Chand <a href="mailto:raj.chand@islington.gov.uk">raj.chand@islington.gov.uk</a>
9.	Contract award for Mental Health Employment Service	All Wards	Director of Adult Social Care	15 February 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson <a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>
10.	Contract award for RE:FIT main contractor	All Wards	Corporate Director Community Wealth Building	16 February 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
11.	Renewal of lease - Units 9 and 10 Bush Industrial Estate		Executive	14 March 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jed Young <a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a>  Councillor Una O'Halloran, Executive Member for Homes and Communities <a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a>
12.	Culture Strategy	All Wards	Executive	14 March 2024	None	Open	Raj Chand <a href="mailto:raj.chand@islington.gov.uk">raj.chand@islington.gov.uk</a>  Councillor Roulin Khondoker, Executive Member for Equalities, Culture and Inclusion <a href="mailto:Roulin.Khondoker@islington.gov.uk">Roulin.Khondoker@islington.gov.uk</a>
13.	Contract award for Islington Violence Against Women and Girls services: Domestic Abuse Refuge service	All Wards	Corporate Director, Children and Young People	14 March 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jon Abbey <a href="mailto:Jon.abbey@islington.gov.uk">Jon.abbey@islington.gov.uk</a>

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
14.	Quarterly budget monitoring	All Wards	Executive	14 March 2024	None	Open	David Hodgkinson <a href="mailto:David.hodgkinson@islington.gov.uk">David.hodgkinson@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
15.	Response of the Executive to Health and Care Scrutiny Committee - Health Inequalities and Covid-19	All Wards	Executive	14 March 2024	None	Open	Jonathan O'Sullivan <a href="mailto:Jonathan.O'Sullivan@islington.gov.uk">Jonathan.O'Sullivan@islington.gov.uk</a>  Councillor Nurullah Turan, Executive Member for Health and Social Care <a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a>
16.	Islington Boat Club Lease	All Wards	Executive	14 March 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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17.	Procurement strategy: Mental Health Recovery Pathway	All Wards	Executive	14 March 2024	None	Open	John Everson <a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>  Councillor Nurullah Turan, Executive Member for Health and Social Care <a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a>
18.	Procurement strategy for Arboricultural Framework Agreement	All Wards	Executive	14 March 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jed Young <a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport <a href="mailto:rowena.champion@islington.gov.uk">rowena.champion@islington.gov.uk</a>
19.	Bunhill Heat supply agreement with Berkeley Homes		Executive	14 March 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport <a href="mailto:rowena.champion@islington.gov.uk">rowena.champion@islington.gov.uk</a>

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20.	Proposal for spend of remaining Mayor's Fund (funding from Mayor of London to support children and families	All Wards	Executive	14 March 2024	None	Open	Jon Abbey <a href="mailto:Jon.abbey@islington.gov.uk">Jon.abbey@islington.gov.uk</a>  Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families <a href="mailto:michelline.ngongo@islington.gov.uk">michelline.ngongo@islington.gov.uk</a>
21.	Procurement strategy for multi-disciplinary consultants for capital works	All Wards	Executive	14 March 2024	None	Open	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
22.	Procurement strategy for schools' catering	All Wards	Executive	14 March 2024	None	Open	Jon Abbey <a href="mailto:Jon.abbey@islington.gov.uk">Jon.abbey@islington.gov.uk</a>  Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families <a href="mailto:michelline.ngongo@islington.gov.uk">michelline.ngongo@islington.gov.uk</a>

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23.	Procurement strategy for fire safety works to street properties	All Wards	Acting Corporate Director of Homes and Neighbourhoods	20 March 2024	None	Open	Jed Young <a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a>  Councillor Una O'Halloran, Executive Member for Homes and Communities <a href="mailto:una.o'halloran@islington.gov.uk">una.o'halloran@islington.gov.uk</a>
24.	Contract award for New River College main contractor		Corporate Director Community Wealth Building	5 April 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>
25.	Strategic Asset Management Plan	All	Executive	18 April 2024	None	Open	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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26.	Amalgamation of Duncombe and Montem Schools - consultation	All Wards	Executive	18 April 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jon Abbey <a href="mailto:Jon.abbey@islington.gov.uk">Jon.abbey@islington.gov.uk</a>  Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families <a href="mailto:michelline.ngongo@islington.gov.uk">michelline.ngongo@islington.gov.uk</a>
27.	Procurement strategy for fleet electric vehicle charging points	All Wards	Acting Corporate Director of Homes and Neighbourhoods	18 April 2024	None	Open	Jed Young <a href="mailto:Jed.young@islington.gov.uk">Jed.young@islington.gov.uk</a>
28.	Accommodation with Care Strategy	All Wards	Executive	23 May 2024	None	Open	John Everson <a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>  Councillor Nurullah Turan, Executive Member for Health and Social Care <a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a>

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29.	Executive response to 2022-23 Scrutiny Report: Adult Social Care Transformation	All Wards	Executive	23 May 2024	None	Open	John Everson <a href="mailto:john.everson@islington.gov.uk">john.everson@islington.gov.uk</a>  Councillor Nurullah Turan, Executive Member for Health and Social Care <a href="mailto:nurullah.turan@islington.gov.uk">nurullah.turan@islington.gov.uk</a>
30.	Contract award for decarbonisation works at Archway Leisure Centre	All Wards	Corporate Director Community Wealth Building	3 June 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>
31.	Budget monitoring 2023/24 provisional outturn	All Wards	Executive	27 June 2024	None	<b>Open</b>	David Hodgkinson <a href="mailto:David.hodgkinson@islington.gov.uk">David.hodgkinson@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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32.	Finsbury Leisure Centre Redevelopment	All Wards	Executive	27 June 2024	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
33.	Quarterly budget monitoring	All Wards	Executive	5 September 2024	None	Open	David Hodgkinson <a href="mailto:David.hodgkinson@islington.gov.uk">David.hodgkinson@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
34.	Quarterly budget monitoring	All Wards	Executive	28 November 2024	None	Open	David Hodgkinson <a href="mailto:David.hodgkinson@islington.gov.uk">David.hodgkinson@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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

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

# FORWARD PLAN OF KEY DECISIONS

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

Councillors:

Portfolio

Kaya Comer-Schwartz	Leader
Santiago Bell-Bradford	Executive Member for Inclusive Economy and Jobs
Rowena Champion	Executive Member for Environment, Air Quality & Transport
Roulin Khondoker	Executive Member for Equalities, Culture & Inclusion
Michelline 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

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.

SCRUTINY REVIEWS IN PROGRESS

SCRUTINY REVIEWS 2023/24						
SCRUTINY REVIEW	COMMITTEE	SID approval	DATE SUBMITTED/DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE
The Children's Workforce	Children's Services	<a href="#">19-Jul-23</a>	Review ongoing - TBC	TBC	TBC	TBC
Active Travel	Environment and Regeneration	<a href="#">17-Oct-23</a>	Review ongoing - TBC	TBC	TBC	TBC
Access to Health and Care Services	Health and Care	<a href="#">05-Sep-23</a>	Review ongoing - TBC	TBC	TBC	TBC
New Build Homes	Housing	<a href="#">17-Jul-23</a>	Review ongoing - TBC	TBC	TBC	TBC
Complex ASB	Policy and Performance	<a href="#">24-Jul-23</a>	Review ongoing - TBC	TBC	TBC	TBC
SCRUTINY REVIEWS 2022/23						
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	TBC	
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	<a href="#">Feb-24</a>	
Transformation in Adult Social Care	Health and Care	<a href="#">04-Oct-22</a>	Nov-23	Feb-24	May 24 TBC	
Strategic Review of Overcrowding in Islington	Housing	<a href="#">22-Sep-22</a>	Jan-24	Mar-24	TBC	
Cost of Living Crisis	Policy and Performance	<a href="#">25-Jul-22</a>	Nov-23	Feb-24	TBC	
SCRUTINY REVIEWS 2021/22						
SCRUTINY REVIEW	COMMITTEE	SID approval	DATE SUBMITTED/DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE
Overview of the Council's 2030 Net Zero Carbon Programme	Environment and Regeneration	Jun-21	21-Apr-22	Sep-22	Mar-23	Apr-24
Waste Management (informal working group)	Environment and Regeneration	N/A	This was incorporated into the above report.			
Preparing for the end of PFI2 in 2022	Housing Scrutiny Committee	Jul-21	21-Apr-22	Jul-22	Jul-22	May-23
Communal Heating (mini review)	Housing Scrutiny Committee	Jul-21	21-Apr-22	Jul-22	Jul-22	Apr-24
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	Feb-24
Employment, Business and Economy/Financial Effects on Council – COVID (main topic)	Policy and Performance	Jul-21	09-Jun-22	Sep-22	Mar-23	Feb-24
Performance Management and Development (informal working group)	Policy and Performance	Jul-21	09-Jun-22	Sep-22	Mar-23	Jun-24

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**Policy and Performance Scrutiny Committee**  
**Scrutiny Committee Response Tracker – February 2024**

	<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 appears elsewhere on the agenda.
2.	11 December 2023	<p><b>Scrutiny Review of Complex Anti-Social Behaviour</b></p> <p>Police to be asked for data on ASB callouts where mental health or addiction is a factor.</p>	This has been requested; an update will be provided at the meeting.
3.	11 December 2023	<p><b>Annual Presentation – Executive Member for Equalities, Culture and Inclusion</b></p> <p>The Chair, Executive Member and relevant officers to review the Committee's work plan with a view to considering departmental equality action plans.</p> <p>The report on the Black Cultural Centre to be made available to the Committee.</p>	<p>An update on Equalities Action Plans is scheduled for June 2024.</p> <p>The slides on the Black Cultural Centre have been circulated to the Committee.</p>
4.	11 December 2023	<p><b>Update on sickness absence</b></p> <p>That the scheduling of a future update be discussed with officers.</p>	This is proposed to be submitted alongside the Quarter 3 performance report.

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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
- LGSCO Annual Report

**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

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

- ASB Scrutiny Review - Evidence
- 12 Month Update – Scrutiny Review of Covid-19, impact on Council Finances and local businesses (*rescheduled from January 2024*)
- Update on Resident Experience Programme (*rescheduled from January 2024*)

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

- Budget Monitor – Q3 2023-24
- Draft Recommendations of ASB Scrutiny Review
- Update on Council Transformation Projects
- Review of the Council's Scrutiny Function - Outcomes

**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
- Performance Management Working Group – 12 Month Report Back