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London Borough of Islington

Policy and Performance Scrutiny Committee - 25 July 2019

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

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

Also Present: **Councillors:** Hull

Councillor Rowena Champion in the Chair

128 **INTRODUCTIONS (Item)**

The Chair introduced Members and officers to the meeting

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

Councillors Khurana, Heather and Poyser

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

None

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

None

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

RESOLVED:

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

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

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

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

134 PUBLIC QUESTIONS (Item A6)

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

135 PERFORMANCE MONITORING PRESENTATION (Item C1)

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

During discussion the following main points were made –

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

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

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

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

RESOLVED:

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

The Chair thanked Councillor Hull and Roger Dunlop for attending

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

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

During the presentation the following main points were made –

- Community Safety Crime overview – Safer Islington Partnership have led on 5 key areas – Crimes involving young people, Hate Crime and ASB, Drugs and Adult Offending, VAWG and Domestic Abuse, and Exploitation and Extremism
- Overall crime reduction of 5%, over 1600 fewer victims, while crime across London rose 4%
- Small increase in violent crime (0.4%)
- Significant reduction of over 60% in theft snatch offences, through a co-ordinated partnership response
- Continued reductions in Serious Youth Crime (-3.5%), youth violence (-6%), gun crime (-17%), knife crime offences (-14%), and knife crime victims under 25 (-10%)
- 27% reduction in robbery offences in the past year, following a peak in offences in 2017/18. The Police now have robbery cars available, allowing for quicker identification of perpetrators
- Domestic violence offences continue to rise (7%), in line with London increase, but positive outcomes for victims remain a challenging area. There has been a small increase in racial crime, but reductions in all other forms of hate crime
- Crimes involving young people – supporting families against Youth Crime funding for Transitions project Cally and Andover and free Trauma informed practice training to local youth and family service
- Youth Council led events – Youth fest in April and SummerFest at Platform in July
- Knife Crime information leaflet for parents to be launched in Summer, professionals guide to follow. Disproportionality project funded by Youth Justice Board
- Action Plan on school exclusions overseen by a task and finish group under the Children's Safeguarding Board, to address the connection between exclusions, offending and exploitation
- Task and Finish Group for review of Working Together for a Safer Islington Plan
- Challenges – despite a reduction in violent crime types, the challenges remain with recent serious incidents in Islington and continued high number of fatalities across London. There is also the complexity of the issues that young people are presenting with, including Adverse Childhood Experience, trauma, inability to self-regulate. Further reductions in first time entrants is being achieved, however custody and reoffending rates are higher than liked, and the Council and partners are committed to a trauma informed approach to address these areas

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- Violence against women and girls – The Keel DVA team has supported 50 families with support from DVA counselling service. A new Health IDVA post has started work at Whittington Hospital ED and adult mental health services
- A free comprehensive VAWG Training Programme commissioned for 2019/20 for multi-agencies, and LBI are working with 4 other North London Boroughs on addressing harmful practices
- The work around FGM will increase this year with an additional £10k received from Government. Chance UK has secured Home Office Funding for Safer Space project, supporting 10 families affected by DVA
- There is a need to hold more perpetrators to account – DA crime detections are down 4% in June, compared to the same period in 2018. Sustaining specialist VAWG posts/services e.g. IDVA posts when short term funding ends in April 2020
- Anti-social behaviour and crime – Islington Community MARAC 2018/19 review now complete, achieving excellent results on supporting 46 high risk vulnerable victims of crime. Now considered one of the best CRM's in England with Islington Learning Disability Partnership now referring victims of Hate Crime. Creation of a wide ranging action plan following a multi-agency workshop on dealing with the complex street population issues in Stroud Green Road 9 (to be rolled out borough wide)
- Plan in place to continue to increase the number of young people undertaking Hate Crime training and delivery of a successful Hate Crime awareness week
- Over 40 confirmed Safe Haven locations with many more interested venues
- There has been ongoing multiagency work around hot spots across the borough, that are recording higher rates of crime and ASB, compared to the borough average. This includes the Finsbury Park area, Archway/New Orleans Estate, and Cally among others
- Adult Offending and drugs – Camden and Islington Drugs Strategy 2018-21 to deliver response to rising drug issues, focusing on 4 areas – reducing supply, reducing demand, reducing harm, and reducing crime. Co-ordinating a range of partner activity to tackle crime and ASB in the Finsbury Park tri-borough hotspot, mainly linked to drug dealing and drug use
- Islington's Integrated Offender Management (IOM) scheme supported 119 service users with 49 prolific offenders successfully exiting the scheme, due to reducing risk of offending and taking up education, training and employment opportunities. MOPAC have recognised Islington's IOM approach as one of the best in London. The IOM now supports habitual knife crime perpetrators, and is exploring ways to work with DV perpetrators. The Community Rehabilitation Company contract ends in March 2020 with migration into the National Probation service
- Exploitation and Extremism – Modern Day slavery – established a multi-agency board action plan, working closely with the Human Trafficking foundation to produce materials for communities in Islington. Identifying good practice from across London through the London MDS Board. A Council web page is under development and training roll out is being extended to front line staff. There is a MDS awareness day on 18 October
- Prevent – Funding now confirmed for 2019/20 but has been cut considerably with only the Brave gangs and Small Steps, far right, projects remaining. Prevent Training delivered to Islington Grand Mentors, where grandparents mentor young people leaving care, the Light Project, and Arsenal, with 180 caretakers upskilled in Far Right awareness. Far Right stickers/leaflets appearing across the borough, and planning is underway post March 2020 to source new funding streams or products. Increasing the knowledge of and how to report far right activities, for both front line staff, and members of the public
- In response to a question concerning hate crimes against the LGTB community, it was stated that it was difficult to make comparisons with previous figures as people were being encouraged to report hate crimes

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

RESOLVED:

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

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

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PRESENTATION - IT STRATEGY (Item C3)

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

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

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

RESOLVED:

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

The Chair thanked Councillor Hull and Jon Cumming for attending

138 MONITORING REPORT (Item)

RESOLVED:

That the report be noted

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

The meeting ended at 10.30p.m.

CHAIR