

Policy and Performance Scrutiny Committee

Scrutiny Committee Response Tracker

	Date of meeting	Query raised	Response/ Update
1.	20 October 2022	<p>Budget Monitoring Report:</p> <p>The Committee considered issues related to the increased cost of energy, the urgent key decisions that had to be taken over the summer, and the recent Executive decision to seek to enter into a Public Buying Organisation.</p> <p>Members queried what lessons had been learned from this process and sought reassurance that there is an appropriate risk management strategy in place.</p> <p>While it was noted that the increased cost of energy was having significant impacts for all sectors, it was queried if the financial risk to the council and mitigating actions taken were comparable to other London Boroughs.</p> <p>It was requested that the Energy Services Team provide a briefing note to the Committee.</p>	<p>Response: Climate Change and Transport</p> <p>Environment Directorate officers are producing a briefing note for the Committee. This will be circulated separately.</p>
2.	20 October 2022	<p>Budget Monitoring Report:</p> <p>In relation to the upcoming decision on the Forward Plan on parking fees and charges, it was queried if the new fees and charges model would fully cover the cost of providing the Parking service, or if the service would continue to be subsidised through other income.</p>	<p>Response: Public Realm</p> <p>The parking service is fully self-financing and is not subsidised by other income, the service generates a significant surplus which is ring-fenced by law and must be re-invested into transport related matters.</p>

<p>3.</p>	<p>20 October 2022</p>	<p>Budget Monitoring Report:</p> <p>In relation to children’s centre occupancy data at Figure 9 of the report, members asked for more information on why occupancy rates were falling. Although it was noted that demographic factors would impact on occupancy, it was also suggested that Covid-19 may no longer be a significant factor, and members noted anecdotally that new private nurseries were opening in the borough. It was queried if affordability and marketing of the local offer may be contributing to the fall in occupancy.</p>	<p>Response: Early Intervention and Prevention</p> <p>Occupancy of nurseries is falling in all types of provision – private, voluntary, LBI maintained and schools. The most recent Childcare Sufficiency data shows that the vacancy rate across all nurseries was at 19% in summer 2022 compared with 17% in summer 2021. Vacancy rates at children’s centres have actually improved slightly since last summer, whereas the rate at private nurseries remains high and has risen from 21% in summer 2021 to 24% in summer 2022. The 4 new private nurseries which have opened are operating with vacancies, particularly in the toddler and pre-school rooms. Despite the vacancy rate at children’s centres improving slightly, this is an issue which we are addressing by improving the marketing of places, including creating a dedicated website for the 8 LBI run nurseries. Communication about the benefits of the subsidised childcare offer at children’s centres is woven into the council wide cost of living campaign. Reasons for the falling occupancy rates include:</p> <ul style="list-style-type: none"> • a reducing birth rate • a reducing 0-5s population due to people moving away from Islington as a result of housing costs and other cost of living pressures • the high costs of childcare due to the lack of properly costed government financial support resulting in working parents finding alternative free childcare options where possible e.g. through grandparents <p>greater flexibility of working hours introduced during Covid, allowing parents to make adjustments to reduce their childcare requirements.</p>
-----------	------------------------	---	--

4.	20 October 2022	<p>Budget Monitoring Report:</p> <p>Members asked for further information on the cost pressure faced by Islington Lettings. It was queried how many people were in the scheme, and the impact of the revised arrangements on residents.</p>	<p>Response: Housing Needs and Strategy</p> <p>The council currently have 10 households residing in Islington Lettings properties. This is planned to reduce to zero by the 31st of March 2023. 8 of the 10 households have been offered permanent council housing accommodation to protect their future housing security. 6 of the 10 households have accepted the offer of permanent Islington Council accommodation and are waiting to move into their new homes once the voids work have been completed. 2 of the 10 households are waiting to view the council property offered. The remaining 2 households are waiting offers of permanent accommodation.</p>
5.	20 October 2022	<p>Budget Monitoring Report:</p> <p>Members noted the overspend in Fairer Together included cost pressure to deal with complaints effectively and efficiently. Members requested details of what actions are being taken to resolve the complaints backlog, and how the recruitment and retention issues would be resolved.</p>	<p>Response: Fairer Together</p> <p>Complaint volumes have been increasing across the Council, with the largest increase seen for housing and council tax. There are number of reasons for this, including the impact of the pandemic and additional work services were required to undertake to support residents with the unprecedented rise in energy costs and the cost of living crisis. This additional demand led to the backlog of complaints we are currently working to address.</p> <p>A range of strategic and operational activity is currently being undertaken to reduce the backlog to ensure compliance with the council's complaint response times as well reviewing, more broadly, the organisation's response to complaints, identifying actions that will reduce complaints at source and prevent escalations.</p>

			<p>In late summer 2022, two additional Complaint Officers were seconded to the Corporate Complaints Team, with another two officers taking up posts in the team in November, further bolstering our ability to respond to resident concerns and reduce the current backlog.</p> <p>An interim manager has also been recruited to lead the service, tasked with both reducing the backlog and undertaking a root and branch review of the way resident feedback and complaints are managed across the council. They have already implemented a range of improvement initiatives, including activities to improve the quality and timeliness of complaint investigations and responses at the earlier stages of the process and introducing a culture of learning and best practice in terms of how resident feedback is used to improve service design and delivery.</p>																						
6.	20 October 2022	<p>Budget Monitoring Report:</p> <p>The Committee requested an update on spend on agency and interim staff; including details of which posts are filled by agency and interim staff, and why.</p>	<p>Response: Human Resources</p> <p>The data below sets out agency FTE by department as at end of September.</p> <table border="1" data-bbox="1435 940 2011 1449"> <thead> <tr> <th data-bbox="1435 940 1861 1023">FTE based (September 22)</th> <th data-bbox="1861 940 2011 1023">%</th> </tr> </thead> <tbody> <tr> <td data-bbox="1435 1023 1861 1066">Adult Social Care</td> <td data-bbox="1861 1023 2011 1066">24.60</td> </tr> <tr> <td data-bbox="1435 1066 1861 1109">Chief Executive</td> <td data-bbox="1861 1066 2011 1109">14.08</td> </tr> <tr> <td data-bbox="1435 1109 1861 1152">Children's Services</td> <td data-bbox="1861 1109 2011 1152">8.97</td> </tr> <tr> <td data-bbox="1435 1152 1861 1195">Community Wealth Building</td> <td data-bbox="1861 1152 2011 1195">6.46</td> </tr> <tr> <td data-bbox="1435 1195 1861 1238">Environment</td> <td data-bbox="1861 1195 2011 1238">16.34</td> </tr> <tr> <td data-bbox="1435 1238 1861 1281">Fairer Together</td> <td data-bbox="1861 1238 2011 1281">3.74</td> </tr> <tr> <td data-bbox="1435 1281 1861 1324">Homes & Neighbourhoods</td> <td data-bbox="1861 1281 2011 1324">11.67</td> </tr> <tr> <td data-bbox="1435 1324 1861 1367">Public Health</td> <td data-bbox="1861 1324 2011 1367">0.00</td> </tr> <tr> <td data-bbox="1435 1367 1861 1410">Resources</td> <td data-bbox="1861 1367 2011 1410">10.04</td> </tr> <tr> <td data-bbox="1435 1410 1861 1449">LBI</td> <td data-bbox="1861 1410 2011 1449">11.86</td> </tr> </tbody> </table>	FTE based (September 22)	%	Adult Social Care	24.60	Chief Executive	14.08	Children's Services	8.97	Community Wealth Building	6.46	Environment	16.34	Fairer Together	3.74	Homes & Neighbourhoods	11.67	Public Health	0.00	Resources	10.04	LBI	11.86
FTE based (September 22)	%																								
Adult Social Care	24.60																								
Chief Executive	14.08																								
Children's Services	8.97																								
Community Wealth Building	6.46																								
Environment	16.34																								
Fairer Together	3.74																								
Homes & Neighbourhoods	11.67																								
Public Health	0.00																								
Resources	10.04																								
LBI	11.86																								

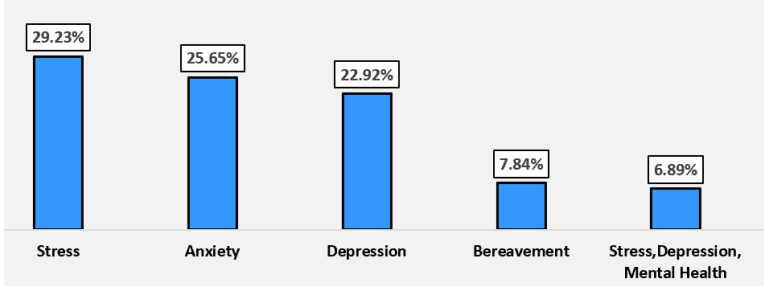
7.	20 October 2022	<p>Budget Monitoring Report:</p> <p>The Committee queried previously agreed savings that were now considered to be undeliverable. The Committee requested a summary of those savings, with analysis of why they could not be delivered. It was suggested that this would help to inform the budget setting process for 2023/24.</p>	<p>Response: Finance</p> <p>This update will be included within future budget monitoring reports.</p>
8.	20 October 2022	<p>Budget Monitoring Report:</p> <p>The Committee asked for an update on the outcomes of the Consultation on the In-House Transformation Programme. Paragraph 4.12 of the report indicated that this was due to complete in mid-October 2022.</p>	<p>Response: Adult Social Care</p> <p>The consultation was extended from the 10/10/22 to the 16/11/22 to allow Unions to further consult with members on work patterns and flexible working proposals.</p>
9.	20 October 2022	<p>Corporate Performance Report</p> <p>The Committee noted that measures to reduce the use of temporary accommodation included <i>'weekly focus on cases in TA where the council does not have a statutory duty. In these cases, the service has reduced the offer to one reasonable offer of accommodation'</i>.</p> <p>The Committee expressed concerns about homelessness residents and queried the wider impact of this approach, particularly on vulnerable residents. It was requested that officers provide an update.</p>	<p>Response: Housing Needs and Strategy</p> <p>The council is the only council in London to offer one property to all homeless households when the council does not have a statutory/legal homeless duty. This offer of private rented accommodation goes beyond the council's statutory housing duties. To offer more than one offer would place the council's budget under severe financial pressure.</p>

10.	20 October 2022	<p>Corporate Performance Report</p> <p>The uptake of places on school holiday activities was lower than expected, and a known issue was families who book activities but then do not attend. Members suggested that the introduction of a waiting list may help to ensure that spaces are made available if a young person is not able to attend. Members asked if officers had considered such a system.</p>	<p>Response: Early Intervention and Prevention</p> <ul style="list-style-type: none"> • We strongly encourage all providers to keep a waiting list as well as proactively contacting families who have booked a place a couple of days before the activity to remind them of their booking and check they are still planning to attend. We also include messaging on our web pages reminding families to inform providers if they are no longer able to attend a booked activity so that others can be offered a place • Currently there is no central booking system which means it is possible for families to book on to multiple sessions with different providers happening at the same time • We are currently working to secure and implement a centralised system for booking on to activities which will both streamline and simplify the process for families, removing barriers to access, while helping us to monitor bookings and identify whether double-booking is an issue • We know from other local authorities that the issue of ‘no shows’ is not unique to Islington. DfE have suggested that local authorities remove all reference to ‘free’ and instead advertise activities as ‘funded’. We have continued to advertise our activities as ‘free’ in order to ensure our messaging for families is clear and simple • The Family Information Service supports families looking for holiday activities in their local area, including looking at alternative provision where their preferred activity is fully booked
-----	-----------------	--	--

11.	20 October 2022	<p>Corporate Performance Report</p> <p>The Committee welcomed the progress made on voids performance and requested further data on this, in particular in relation to the number of households choosing to downsize, the time taken to process voids, and so on.</p>	<p>Response: Housing Needs and Strategy</p> <p>In the 2021/2022 fiscal year the council re-housed 145 households seeking to downsize into smaller accommodation. As of the 31st of October 2022, there are 664 households seeking to downsize to smaller properties</p> <p><u>Update January 2023:</u> Officers have been asked to provide further information on the current processing time for voids.</p>
12.	20 October 2022	<p>Corporate Performance Report</p> <p>The report stated:</p> <p>‘Recruitment and retention across the early intervention and prevention service within Fairer Together continues to be challenging. Staff sickness and turnover has been high and phased returns from long Covid have also had an impact on capacity.’</p> <p>The Committee requested further information on the challenges and how this was being addressed.</p>	<p>Response: Fairer Together</p> <p>Recruitment continues to be challenging in the service with vacancies particularly hard to recruit to in our LBI managed children centre nurseries. This is a national picture across the early years sector generally where wages are low and staff are leaving to work in better paid service industries. A recent recruitment campaign in partnership with the Comms team resulted in a high number of applicants although applications were generally of low quality. We are linking with local colleges and using apprenticeship schemes to try and grow our own staff more consistently.</p>
13.	20 October 2022	<p>Annual Workforce Report</p> <p>The Committee requested further information on the council’s use of the apprenticeship levy, and if we undertake any transfer to SMEs.</p>	<p>Response: Human Resources</p> <p>Islington joined the online levy sharing service designed by government so that large organisations can support SMEs to create and recruit apprentices through pledging some of their unused funds. We are named in the press release from September 2021: New service to help businesses offer apprenticeships - GOV.UK (www.gov.uk)</p>

			<p>The online service specifies that we only share funds with Islington businesses who pay LLW.</p> <p>As at Q2, £178,493 had been spent of £314,223 available.</p>																					
14.	20 October 2022	<p>Annual Workforce Report</p> <p>Members requested a further discussion on the ethnicity pay gap and the council's actions to improve diversity in the top quartile of earners. It was suggested that, due to an increase in remote working, council job vacancies were increasingly appealing to those living outside of London, and it was queried if this had an impact on the demographic profile of the council's workforce.</p> <p>It was suggested that these issues could be taken forward through an Informal Working Group.</p>	<p>Response: Human Resources</p> <p>We are not at this stage seeing an impact on the overall demographics of the council and representation of Black, Asian and Minority Ethnic colleagues continues to improve incrementally.</p> <p>Broad ethnic profile (where known)</p> <table border="1" data-bbox="1444 703 1944 1031"> <thead> <tr> <th>Year</th> <th>% Black, Asian, Minority Ethnic</th> <th>% White</th> </tr> </thead> <tbody> <tr> <td>2021-22</td> <td>41.59%</td> <td>51.00%</td> </tr> <tr> <td>2020-21</td> <td>40.94%</td> <td>50.77%</td> </tr> <tr> <td>2019-20</td> <td>40.02%</td> <td>51.31%</td> </tr> <tr> <td>2018-19</td> <td>39.18%</td> <td>51.74%</td> </tr> <tr> <td>2017-18</td> <td>38.41%</td> <td>51.76%</td> </tr> <tr> <td>2016-17</td> <td>37.62%</td> <td>52.08%</td> </tr> </tbody> </table> <p>The top 5% has increased from 20.2% to 27.3% in the past five years.</p> <p>However, there are considerably higher percentages of those from Black, Asian and Minority Ethnic backgrounds amongst working age Londoners compared to the wider UK population.</p>	Year	% Black, Asian, Minority Ethnic	% White	2021-22	41.59%	51.00%	2020-21	40.94%	50.77%	2019-20	40.02%	51.31%	2018-19	39.18%	51.74%	2017-18	38.41%	51.76%	2016-17	37.62%	52.08%
Year	% Black, Asian, Minority Ethnic	% White																						
2021-22	41.59%	51.00%																						
2020-21	40.94%	50.77%																						
2019-20	40.02%	51.31%																						
2018-19	39.18%	51.74%																						
2017-18	38.41%	51.76%																						
2016-17	37.62%	52.08%																						

15.	20 October 2022	<p>Annual Workforce Report</p> <p>The Committee requested further data on the reasons for staff leaving their post. Officers noted that staff leaving the organisation were invited to give an exit interview. Members requested details of the main reasons given for leaving the council's employment.</p>	<p>Response: Human Resources</p> <p>The table below sets out the reasons for leaving across the council. Exit interview data is being collated.</p> <table border="1" data-bbox="1435 379 2186 735"> <thead> <tr> <th>Reason for leaving</th> <th>Total</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Compulsory Redundancy</td> <td>5</td> <td>1.19%</td> </tr> <tr> <td>Deceased</td> <td>11</td> <td>2.63%</td> </tr> <tr> <td>Dismissal</td> <td>25</td> <td>5.97%</td> </tr> <tr> <td>Early Retirement</td> <td>4</td> <td>0.95%</td> </tr> <tr> <td>End of Contract</td> <td>33</td> <td>7.88%</td> </tr> <tr> <td>Ill Health Retirement</td> <td>10</td> <td>2.39%</td> </tr> <tr> <td>Mutual Severance</td> <td>2</td> <td>0.48%</td> </tr> <tr> <td>Resignation</td> <td>272</td> <td>64.92%</td> </tr> <tr> <td>Retirement</td> <td>39</td> <td>9.31%</td> </tr> <tr> <td>Voluntary Redundancy</td> <td>18</td> <td>4.30%</td> </tr> <tr> <td>Grand Total</td> <td>419</td> <td>100.00%</td> </tr> </tbody> </table>	Reason for leaving	Total	%	Compulsory Redundancy	5	1.19%	Deceased	11	2.63%	Dismissal	25	5.97%	Early Retirement	4	0.95%	End of Contract	33	7.88%	Ill Health Retirement	10	2.39%	Mutual Severance	2	0.48%	Resignation	272	64.92%	Retirement	39	9.31%	Voluntary Redundancy	18	4.30%	Grand Total	419	100.00%
Reason for leaving	Total	%																																					
Compulsory Redundancy	5	1.19%																																					
Deceased	11	2.63%																																					
Dismissal	25	5.97%																																					
Early Retirement	4	0.95%																																					
End of Contract	33	7.88%																																					
Ill Health Retirement	10	2.39%																																					
Mutual Severance	2	0.48%																																					
Resignation	272	64.92%																																					
Retirement	39	9.31%																																					
Voluntary Redundancy	18	4.30%																																					
Grand Total	419	100.00%																																					
16.	20 October 2022	<p>Annual Workforce Report</p> <p>Members requested further information on the destinations and career progression of those on the council's apprenticeship schemes, including those who had since left the council.</p> <p>The Committee also requested data on the destinations and career progression of those the council had supported into apprenticeships offered by third parties.</p>	<p>Response: Human Resources</p> <p>The retention rate for council apprenticeships is 76%. We are currently updating our systems to improve the collection of end destination data.</p> <p>We don't capture data regularly on people we support into apprenticeships offered by third parties, because of the length of time that this might involve – up to 4 years in the case of a higher-level qualification and usually at least two years.</p> <p>However we have put a lot of thought into securing positive outcomes for these apprenticeships, as the majority are secured as a result of a section 106 or other contractual obligation and have historically been more of a mandated requirement than the result of a genuine commitment by the employer. We are addressing this by introducing a new employer's commitment for our own contractors, whereby they are</p>																																				

			<p>asked to commit to offering a meaningful experience including letting employees experience other sites if they need the variety in order to cover all the required modules in their studies. To ensure compliance with this, the councils new build contractors are actually now asked to invoice iWork for the wages, after evidencing that the apprentice is still in their employment, rather than the previous system which allowed them to cost the apprenticeship into their contract fee and receive the moneys up front. The money is now closely tied to feedback about the individual and we are ensuring that at least for the first year, the apprentices is assured of continuous employment. This first year is the most vulnerable, as it is when the apprentice is least productive, so we anticipate that more Islington residents will complete and continue in their trades as a result.</p>												
17.	20 October 2022	<p>Annual Workforce Report</p> <p>Members noted that ‘mental health’ was the most common reason for sickness absence and requested further information on the wellbeing offer available to staff.</p> <p>It was queried if the council held data on if absence due to mental health was work-related or due to external factors.</p>	<p>Response: Human Resources</p> <p>Mental health data is broken down as follows for the past year.</p>  <table border="1"> <thead> <tr> <th>Mental Health Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Stress</td> <td>29.23%</td> </tr> <tr> <td>Anxiety</td> <td>25.65%</td> </tr> <tr> <td>Depression</td> <td>22.92%</td> </tr> <tr> <td>Bereavement</td> <td>7.84%</td> </tr> <tr> <td>Stress, Depression, Mental Health</td> <td>6.89%</td> </tr> </tbody> </table> <p>The council has a range of support available including employee assistance programme with referrals for counselling, partnership with Able Futures, mental health ambassadors, mental health first aiders, mental health training for managers and wellbeing Wednesdays.</p>	Mental Health Category	Percentage	Stress	29.23%	Anxiety	25.65%	Depression	22.92%	Bereavement	7.84%	Stress, Depression, Mental Health	6.89%
Mental Health Category	Percentage														
Stress	29.23%														
Anxiety	25.65%														
Depression	22.92%														
Bereavement	7.84%														
Stress, Depression, Mental Health	6.89%														

RESPONSES FROM THE DECEMBER 2022 MEETING

<p>18.</p>	<p>5 December 2022</p>	<p>Executive responses to previous scrutiny reports</p> <p>The Committee requested an update on when the response to the Net Zero Carbon 2030 strategy (including Waste Management) scrutiny review would be going to the Executive; and when the Executive response to the Performance Management and Development scrutiny review recommendations would be available.</p>	<p>Response: Democratic Services</p> <p>These responses have been scheduled for the 23 March 2023 meeting of the Executive.</p>
<p>19.</p>	<p>5 December 2022</p>	<p>Scrutiny of sickness absence and agency workers</p> <p>A Member made the point that in the Annual Workforce report there is insufficient detail provided to effectively scrutinise sickness absence and agency workers in the council. The member noted the last reports to the Committee on these subjects were on 2 December 2021 and 4 November 2021 respectively. The Member asked that time be made available in the Committee workplan to receive reports on these two subjects.</p> <p>In relation to point 6, on the employment of agency workers, a member requested data on how many agency workers and consultants were recruited in each financial year, how spend on this compared to previous years, which specific teams were employing agency workers, and why this was considered necessary. It was requested that data on agency workers and high-value interim workers be reported separately.</p>	<p>Response: Human Resources</p> <p>It had been agreed not to continue with the detailed sickness and agency reports but to cover any key points as part of the quarterly Use of Resources performance report where the data is published. They are not therefore presently on the work plan as separate items.</p> <p>There is clearly an interest from members for more data and a briefing note will be circulated to committee members ahead of the next meeting.</p>

<p>20.</p>	<p>5 December 2022</p>	<p>Follow-up on use of the apprenticeship levy and tracking of outcomes</p> <p>In relation to point 13 above, on transfer of the apprenticeship levy, a member commented that it would be very helpful to have more specific information on what percentage of the apprenticeship levy is spent internally and externally, and the types of apprenticeship courses being funded externally.</p> <p>In relation to point 16 above, on destinations and career progression of those on apprenticeships, a member expressed surprised that the council did not track the outcomes of those it supported into apprenticeships. It was noted that Ofsted rated one third of apprenticeship courses nationally as “requiring improvement” or “inadequate” and the member considered that it was important for the Council to track this data in light of this context. It was requested that officers consider how the effective tracking of apprenticeship outcomes may be enabled in the future.</p>	<p>Response: Human Resources</p> <p>Expenditure for Q3 was £167,943 out of £318,537.</p> <p>Levy transfer spend to date (22/23) is 31% of the transfer allowance (25% of the previous year's annual funds).</p> <p>Types of apprentices being funded under the transfer:</p> <ul style="list-style-type: none"> Associate Project Manager Business Administrator Carpentry and joinery Digital community manager Early years educator Installation electrician and maintenance electrician Network cable installer Operations or departmental manager Paramedic (integrated degree) Professional accounting or taxation technician Software developer Unified communications technician <p>Discussions are taking place with Anchor Institutions as part of the Jobs & Employment Task & Finish Group to explore opportunities for increasing levy transfer.</p> <p>A number of improvements are taking place to the council's procurement of apprenticeship standards and contract management of providers with a business case being developed for a dedicated apprenticeship system.</p>
------------	------------------------	---	--

			As referenced in point 16, exploratory work is being carried out to enable system flags to track progress of apprenticeships. A data collection exercise is also underway to capture information on non-completion and reasons.
21.	5 December 2022	<p>Detail of previously agreed savings now considered undeliverable</p> <p>In relation to point 7, on the status of previously agreed savings now considered undeliverable, the papers noted that the detail would be included in future budget monitoring reports. A member commented that this detail was not yet available and suggested that the information would help to inform the scrutiny of the budget setting process. The Committee asked if it was possible for this detail to be provided in a standalone document and the officers present advised that this would be prepared and circulated.</p>	<p>Response: Finance</p> <p>A savings tracker for 2022/23 is appended to this document.</p> <p>Officers are reviewing what information can be provided in relation to previous financial years.</p>
22.	5 December 2022	<p>Update on staff equalities matters</p> <p>A member raised the career progression of BAME staff and queried the plans, targets and timescales to recruit more diverse staff to senior levels. The Chair advised that this was a matter for Human Resources and the relevant Executive Member was the Executive Member for Finance, Planning and Performance. The Chair reiterated that the Committee wished to review the findings of the previous equalities working group held on BAME staff progression at a future committee meeting.</p>	<p>Response: Human Resources</p> <p>As reported to the committee on 20 October, the recommendations from the working group were incorporated into the Challenging Inequality Programme 'Islington as an Employer' workstream which reports to members via the Race Equality Working Group. The Annual Workforce Report included an overall update on the programme.</p> <p>The quarterly performance report includes a metric on top 5% earners from Black, Asian and Minority Ethnic backgrounds. In 2021, this was 21% against a target of 21.7%. In 2022, this increased to 25.06% against a London benchmark of 20.08% and is presently</p>

			26.78%. Islington turnover is the lowest in inner London which impacts on opportunities to recruit at senior levels.
23.	5 December 2022	<p>Staff sickness due to mental health factors</p> <p>In relation to point 17 above, on staff sickness absence where mental health was recorded as a factor, it was commented that the data provided was helpful, but did not specify if work-related factors had contributed to the sickness absence. It was asked if any data was held in relation to this, including qualitative data. It was suggested that discussions with those on long-term sickness absence may be helpful to understand if work-related factors had contributed to their absence.</p>	<p>Response: Human Resources</p> <p>Data is collected on the nature of the condition, rather than the cause of sickness. We do not collect data on whether sickness absence is 'work related' - the majority of mental health conditions are complex and have multiple causes, with work related stress being one factor. The council already has Safe Working Arrangement guidance for work related stress including Individual Stress Risk Assessments which are used to identify and address work related stressors.</p>
24.	5 December 2022	<p>Measuring the performance of the Challenging Inequality Programme</p> <p>The Executive Member for Equalities, Culture and Inclusion gave her annual presentation to the committee. There was discussion about how the outcomes of the Challenging Inequality programme will be measured. It was advised that action plans were being developed that would include tangible targets and timescales. It was suggested that this would be available by the end of January 2023.</p> <p>It was requested that a written update be provided to the Committee on the development of equalities-related performance measures, and how these will be monitored and scrutinised.</p>	<p>Response: Fairer Together</p> <p>A response will be provided by the end of January.</p>

25.	5 December 2022	<p>Energy Efficiency Improvements in Council Properties</p> <p>A member noted the work being carried out to improve the energy efficiency of the council's housing stock included internal wall insulation, new window, loft and roof insulation and the installation of LED lights. It was queried why the specification did not also include improvements in ventilation. It was advised that this would be taken up with the relevant officers.</p>	<p>Response: Housing Needs and Strategy</p> <p>The works being carried out are designed on a property-by-property basis to meet requirements of the PAS 2035 process, which is designed to ensure that measures do not cause other building issues.</p> <p>These measures are ancillary works within the scheme rather than primary works that achieve a higher energy rating for the property. Ventilation is considered as part of this process and is often added into the scope for homes, particularly within street properties.</p> <p>Please also note that the Council is increasing investment to combat damp, mould and condensation occurring within dwellings, this will include increased installation of mechanical ventilation.</p>
26.	5 December 2022	<p>How risk management is considered in decision-making processes</p> <p>The Chair thanked officers for circulating a briefing note on energy purchasing, which highlighted differences between Islington's approach in comparison to other local authorities.</p> <p>The Chair asked, where the council had different arrangements to other local authorities, how the council would factor in that level of risk into decision-making processes, and how should that inform the work of scrutiny in holding decision-makers to account. Councillor Ward indicated that this would be considered further in advance of the January meeting.</p>	<p>Response: Internal Audit & Democratic Services</p> <p>The council's Risk Management Framework [link to framework] sets out roles and responsibilities for risk management. Risk-based decision-making is a key principle underpinning our approach to managing risk. Our risk governance arrangements include defined thresholds for escalation of risk where required to ensure management oversight at the appropriate level.</p> <p>Where there are differing arrangements to other local authorities, any key risks emanating would feed into the risk assessment, as part of the usual risk based decision making process.</p>

			<p>In terms of scrutiny, the Audit Committee has responsibility for monitoring the council's risk management arrangements. A Principal Risk Report is reported to the Audit Committee annually. However, scrutiny members may want to consider the risks identified in the report when selecting topics and services for review, and be mindful of the risks that relate to particular services when conducting its work.</p>
--	--	--	---