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## AGENDA FOR THE EXECUTIVE

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Members of the Executive are summoned to attend a meeting to be held in Committee Room 1, Town Hall, Upper Street, N1 2UD - Islington Town Hall on **21 May 2019 at 12.00 pm.**

Enquiries to : Philippa Green  
Tel : 020 7527 3184  
E-mail : [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)  
Despatched : 13 May 2019

### **Membership**

Councillor Richard Watts  
Councillor Janet Burgess MBE  
Councillor Kaya Comer-Schwartz

Councillor Andy Hull

Councillor Una O'Halloran  
Councillor Asima Shaikh  
Councillor Diarmaid Ward  
Councillor Claudia Webbe

### **Portfolio**

Leader of the Council  
Executive Member Health and Social Care  
Executive Member for Children, Young People and Families  
Executive Member Finance, Performance and Community Safety  
Executive Member for Community Development  
Executive Member for Inclusive Economy and Jobs  
Executive Member for Housing and Development  
Executive Member for Environment and Transport

### **Quorum is 4 Councillors**

#### **Please note**

It is likely that part of this meeting may need to be held in private as some agenda items may involve the disclosure of exempt or confidential information within the terms of Schedule 12A of the Local Government Act 1972. Members of the press and public may need to be excluded for that part of the meeting if necessary.

Details of any representations received about why the meeting should be open to the public - none



## Declarations of interest:

If a member of the Executive has a **Disclosable Pecuniary Interest\*** in an item of business and it is not yet on the council's register, the Councillor **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent. Councillors may also **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency. In both the above cases, the Councillor **must** leave the room without participating in discussion of the item.

If a member of the Executive has a **personal** interest in an item of business they **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but may remain in the room, participate in the discussion and/or vote on the item if they have a dispensation from the Chief Executive.

- \*(a) **Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences**- Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

**NOTE:** Public questions may be asked on condition that the Chair agrees and that the questions relate to items on the agenda. No prior notice is required. Questions will be taken with the relevant item.

Requests for deputations must be made in writing at least two clear days before the meeting and are subject to the Leader's agreement. The matter on which the deputation wants to address the Executive must be on the agenda for that meeting.

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| <b>A. Formal Matters</b>                             |             |
| 1. Apologies for absence                             |             |
| 2. Declarations of Interest                          |             |
| 3. Minutes of Previous Meeting                       | 1 - 4       |
| <b>B. Budget, Performance and Monitoring matters</b> |             |
| 4. Appointments to be made by the Executive          | TO FOLLOW   |

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| 5.        | Provisional Outturn 2018-19   | 5 - 24  |
| <b>C.</b> | <b>Ensuring our residents can lead healthy and independent lives</b>  |         |
| 6.        | Procurement Strategy - Older People Mental Health Residential Service | 25 - 38 |

**D. Other Matters**

**E. Urgent non-exempt matters**

Any non-exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

**F. Exclusion of the press and public**

To consider whether to exclude the press and public during discussion of the remaining items on the agenda, in view of their confidential nature, in accordance with Schedule 12A of the Local Government Act 1972.

**G. Urgent exempt Matters**

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Executive will be on 20 June 2019

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London Borough of Islington

## **Executive - 25 April 2019**

Minutes of the meeting of the Executive held at Committee Room 4, Town Hall, Upper Street, N1 2UD - Islington Town Hall on 25 April 2019 at 7.00 pm.

**Present:**                    **Councillors:**    Watts, Burgess, Comer-Schwartz, Hull, O'Halloran, Shaikh, Ward and Webbe

### **Councillor Richard Watts in the Chair**

#### **606        APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **607        DECLARATIONS OF INTEREST**

None.

#### **608        MINUTES OF PREVIOUS MEETING**

That the Minutes of the meeting on 21 March 2019 be confirmed as a correct record and the Chair be authorised to sign them.

#### **609        FINANCIAL POSITION AS AT 28 FEBRUARY 2019**

##### **RESOLVED:**

- 2.1**    That the forecast revenue outturn for the General Fund (Table 1 of the report) of a gross underspend of £0.8m (Paragraph 3.1 of the report) be noted.
- 2.2**    That the breakdown of the forecast General Fund outturn by individual variance at Appendix 1 of the report and by service area at Appendix 2 of the report, be noted.
- 2.3**    That the HRA forecast is a net break-even position (Section 5, Table 1 of the report) be noted.
- 2.4**    That the latest capital position with forecast capital expenditure of £122.8m in 2018-19 (Section 6, Table 2, and Appendix 3 of the report) be noted.

- 2.5** That authority be delegated to the Section 151 Officer/Deputy Section 151 Officer for approving budget virements, movements to/from reserves and the financing of the capital programme at the financial year end (Section 7 of the report) be agreed.

Reason for decision – to allow Councillors to monitor the budget.

Other options considered – none, other than as specified in the report.

Conflicts of interest/dispensations granted – none.

610

**PROCUREMENT STRATEGY FOR AFFORDABLE WORKSPACES AND GRANT OF UNDER-LEASE AGREEMENTS 2019-2023**

**RESOLVED:**

- 2.1** That the procurement strategy for Affordable Workspace Providers 2019-2023 as outlined in this report, and which will be used to conduct individual procurements for each affordable workspace in line with the specific information set out in the table at paragraph 3.8 of the report, be agreed.

- 2.2** That authority be delegated to the Corporate Director of Resources in consultation with the Executive Member for Inclusive Economy and Jobs, to grant under-leases to the organisations (providers) that are awarded concession contracts for affordable workspaces be agreed.

Reason for decision – to allow the Council to create new affordable workspace flexibly and quickly, optimising the delivery of social value outcomes.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

611

**CONTRACT VARIATION FOR THE PROVISION OF CARE HOME SERVICES AT ST ANNES CARE HOME, 60 DURHAM ROAD WITH BLACKBERRY HILL LIMITED**

**RESOLVED:**

That the contract variation to increase to the service provision from 50 to 65 beds and the resulting increase in annual contract value from £2.15 million to £3.12 million per annum as outlined in this report be agreed.

Reason for decision – to ensure service continuity for vulnerable residents.

Other options considered – none other than as specified in the report.

Conflicts of interest/dispensations granted – none.

612 **PROCUREMENT STRATEGY FOR TAXI AND PASSENGER ATTENDANT SERVICE**

**RESOLVED:**

- 2.1** That the procurement strategy for the Council's Taxi and Passenger Attendant Service as outlined in this report be agreed.
- 2.2** That authority to award the contract be delegated to the Corporate Director of Environment and Regeneration in consultation with the Executive Member for Environment and Regeneration be agreed.

Reason for decision – to provide continuous and high quality taxi and attendant services for children with special educational needs and disabilities, and adults requiring transport to respite centres and for health appointments. Other options considered – none other than as specified in the report. Conflicts of interest/dispensations granted – none.

613 **PROCUREMENT STRATEGY FOR AFFORDABLE WORKSPACES AND GRANT OF UNDER-LEASE AGREEMENTS 2019-2023 - EXEMPT APPENDIX**

That the information in the exempt appendix to agenda item C5 be noted (see Minute 610 for details).

MEETING CLOSED AT 7.05 pm

CHAIR

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### **Report of: Executive Member for Finance, Performance and Community Safety**

| <b>Meeting of</b> | <b>Date</b> | <b>Ward(s)</b> |
|-------------------|-------------|----------------|
| Executive         | 21 May 2019 | All            |

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

## **FINANCIAL MONITORING 2018-19 - PROVISIONAL OUTTURN**

### **1. SYNOPSIS**

- 1.1 This report presents the financial outturn position for 2018-19. Overall, there is a gross General Fund underspend of £5.485m and a net break-even position after transferring £2.807m to the Insurance Fund provision in 2018-19 and £2.678m into an Insurance Fund earmarked reserve to be applied to the provision in 2019-20.
- 1.2 The Housing Revenue Account (HRA) is forecast to break-even over the year.
- 1.3 The capital programme delivered £113.1m of capital investment in 2018-19.

### **2. RECOMMENDATIONS**

- 2.1. To note the revenue outturn for the General Fund (**Table 1**) of a gross underspend of £5.485m and a net break-even position after transferring £2.807m to the Insurance Fund provision in 2018-19 and £2.678m into an Insurance Fund earmarked reserve to be applied to the provision in 2019-20.
- 2.2. To note the breakdown of the forecast General Fund outturn by individual variance at **Appendix 1** and by service area at **Appendix 2**.
- 2.3. To agree the 2018-19 revenue outturn carry forwards and transfers to reserves (where there is a specific and agreed purpose for this) detailed at **Appendix 3**.

- 2.4. To agree to the transfer of £2.807m to the Insurance Fund provision in 2018-19 and £2.678m into an Insurance Fund earmarked reserve to be applied to the provision in 2019-20, following the outcome of the Insurance Fund year-end review by External Fund Advisors. (**Paragraphs 3.2-3.3**).
- 2.5. To note that the HRA forecast is a break-even position. (**Section 5, Table 1**)
- 2.6. To note that the Council delivered £113.1m of capital investment in 2018-19, to note how this was financed, and to agree re-profiling of capital budgets between 2018-19 and future financial years. (**Section 6, Tables 2-3, and Appendix 4**)
- 2.7. To note the earmarked reserves transfers that have been agreed under delegated authority during the closing of accounts period and the latest summary of available reserves and balances, and to delegate authority to the Section 151 Officer/Deputy Section 151 Officer to agree any further budget virements, movements to/from earmarked reserves and changes to capital financing related to finalising the 2018-19 Statement of Accounts. (**Section 7, Table 4**)

### **3. REVENUE POSITION: SUMMARY**

- 3.1. A summary position of the General Fund and HRA is shown in **Table 1**, a breakdown by individual General Fund variance in **Appendix 1** and a breakdown by General Fund and HRA service area in **Appendix 2**. This position is after the revenue outturn carry forwards and transfers to reserves for use in future financial years (detailed at **Appendix 3** for agreement) are taken into account.

**Table 1: 2018-19 General Fund and HRA Outturn**

|   | <b>Over/(Under) Spend<br/>(£000)</b> |
|---|--------------------------------------|
| <b><u>GENERAL FUND</u></b>              |                                      |
| Resources Directorate                   | (256)                                |
| Chief Executive's Directorate           | (440)                                |
| Core Children, Employment and Skills    | (1,325)                              |
| Environment and Regeneration            | 597                                  |
| Housing and Adult Social Services       | 0                                    |
| Public Health                           | 0                                    |
| <b>DIRECTORATE TOTAL</b>                | <b>(1,424)</b>                       |
| Corporate Items                         | (2,061)                              |
| Unused 2018-19 Contingency Budget       | (2,000)                              |
| <b>GROSS OVER/(UNDER) SPEND</b>         | <b>(5,485)</b>                       |
| Transfer to Provision/Earmarked Reserve | 5,485                                |
| <b>NET OVER/(UNDER) SPEND</b>           | <b>0</b>                             |
| <b><u>HOUSING REVENUE ACCOUNT</u></b>   |                                      |
| <b>NET (SURPLUS)/DEFICIT</b>            | <b>0</b>                             |

- 3.2. It is recommended that £2.807m is transferred to the Insurance Fund provision in 2018-19 and £2.678m into an Insurance Fund earmarked reserve to be applied to the provision in 2019-20. The Council has appointed new Insurance Fund Advisors during the financial year 2018-19. Their analysis of the Council's Self-Insurance Funds showed a deficit on the Insurance Fund provision in 2018-19 which is balanced to zero in that year by the recommended transfer to the 2018-19 provision, and a requirement for a further fund injection in-year 2019-20, with the precise amount to be determined following an additional in-year Insurance Fund review.
- 3.3. The worsening Insurance Fund position has been due in the main to a significant increase in the number and value of public liability and tree root claims - 2018 is already considered as an event year in the insurance industry for tree root claims, due to the long, hot and dry summer experienced. Tree root claims tend to be high in terms of average value. In addition, the number of property (mostly housing) claims, generally fires or floods, has increased greatly over the period and the trend is not reducing.

#### **4. GENERAL FUND**

##### **Resources Directorate (-£0.3m)**

- 4.1. The Resources Directorate is forecasting, after management actions, an underspend of (-£0.3m) over the financial year with the key variances detailed in **Appendix 1**.

##### **Chief Executive's Directorate (-£0.4m)**

- 4.2. The Chief Executive's Directorate is forecasting an underspend of (-£0.4m) over the financial year with the key variances detailed in **Appendix 1**.

##### **Children, Employment and Skills - General Fund (-£1.3m, -1.5%), Schools (-£3.8m, -2.5%)**

- 4.3. The Children, Employment and Skills Directorate is forecasting a General Fund underspend of (-£1.3m). The key variances are set out in **Appendix 1**. This underspend consists mainly of the early delivery of 2019-20 savings. In addition, there were a number of one-off underspends to fund underlying cost pressures against SEN transport, UASC with appeal rights exhausted and inter-agency adoption.
- 4.4. The schools' dedicated schools grant position is a forecast underspend of (-£3.8m), of which (-£0.7m) relates to prior-year balances being managed on behalf of Schools Forum. Of the remaining (-£3.1m) in-year underspend on the dedicated schools grant, the most significant element is a (-£2.0m) underspend on early years funding. This is the result of the bedding in of the recent increase in the statutory entitlement for early education and childcare for 3 and 4 year olds and reforms to early years funding by the ESFA that have created volatility in the early years funding regime that is challenging to mitigate. Underlying cost pressures remain against the high needs block as the numbers of children and young people with special educational needs and disabilities and the complexity of need increase at a faster rate than funding allocations from the ESFA. In 2018-19 this was offset by the late award of additional time-limited funding by the Government in December. Cost pressures against high needs is a national issue that will continue into

the future. Underspends against the dedicated schools grant are managed through Schools Forum.

#### **Environment and Regeneration (+£0.6m)**

- 4.5. The Environment and Regeneration Directorate is forecasting a (+£0.6m) net overspend after management action to control pressures. The key variances behind this net overspend are set out in **Appendix 1**.

#### **Housing and Adult Social Services (Break-Even)**

- 4.6. Housing and Adult Social Services is forecasting a break-even position. The key variances within this are set out in **Appendix 1**.
- 4.7. Whilst Adult Social Services is forecasting a break-even position, this is heavily reliant on the application of one-off resources, primarily the Improved Better Care Fund and 2018-19 Winter Pressures funding.
- 4.8. Adult Social Services will continue to face a challenging future with the delivery of savings coupled with demographic pressures, increasing demand for services, increased need of acute care, and rising resident expectations in levels of service provided.
- 4.9. At the 2018 budget, £240 million of new funding was announced for Adult Social Services in 2019-20. The allocation for Islington is £1.3m. A further £410m will be made available to support both adult and children's social care in 2019-20. MHCLG have stated this funding should be used to ensure adult social care pressures do not create additional demand in the NHS. Councils can also use it to improve their social care offer for older people, people with disabilities, and children. The allocation for Islington is £2.2m. All of this announced funding appears to be one-off resources and therefore does not provide a long-term solution to the funding problems in adults and children's social care.
- 4.10. The Housing General Fund is also reporting a break-even position; however, large elements of this budget are demand led with homelessness being a highly volatile pressure. Increases in homelessness numbers, market changes affecting rates and supply and demand issues may have an adverse effect on the future position of the Housing General Fund.

#### **Public Health (Break-Even)**

- 4.11. There is a forecast net break-even position for the financial year after the carry forward of ring-fenced public health grant to 2019-20.

#### **Corporate (-£4.1m)**

- 4.12. The forecast for corporate items, before any call on corporate contingency budgets, is a net underspend of (-£2.1m), as set out in **Appendix 1**.
- 4.13. In addition to the corporate items underspend of (-£2.1m), there is an underspend (-£2.0m) on the 2018-19 contingency budget to bring into the forecast outturn position.

## 5. HOUSING REVENUE ACCOUNT

- 5.1. The Housing Revenue Account is forecast to break-even after a planned £15.0m transfer to HRA reserves, as set out in **Appendix 2**.

## 6. CAPITAL PROGRAMME

- 6.1. The capital programme delivered £113.1m of capital investment in 2018-19. This is set out by directorate in **Table 2** below and detailed in **Appendix 4**.

**Table 2: 2018-19 Capital Outturn**

| <b>Directorate</b>                | <b>Revised Capital Budget (£000)</b> | <b>Capital Expenditure (£000)</b> | <b>Re-profiling to Future Years (£000)</b> |
|-----------------------------------|--------------------------------------|-----------------------------------|--|
| Children, Employment and Skills   | 18,568                               | 11,154                            | (7,413)                                    |
| Environment and Regeneration      | 14,767                               | 11,575                            | (3,191)                                    |
| Housing and Adult Social Services | 95,470                               | 89,820                            | (5,651)                                    |
| Resources                         | 524                                  | 524                               | 0  |
| <b>Total</b>                      | <b>129,329</b>                       | <b>113,074</b>                    | <b>(16,255)</b>                            |

- 6.2. Under the Council's financial regulations, the re-profiling of capital budgets between financial years over £1m on an individual capital scheme is a function of the Executive and, where relevant, this is noted below.

6.2.1. The Children, Employment and Skills capital programme remains on time and on budget and the 2018-19 outturn includes re-profiling to future years of £1.7m on the Tufnell Park School scheme and £2.2m of schools capital contingency funding.

6.2.2. The Environment and Regeneration 2018-19 capital outturn includes re-profiling to future years of £2.8m on the vehicles replacement programme due to delays in the delivery lead times on ordered vehicles.

6.2.3. The Housing and Adult Social Services 2018-19 capital outturn includes re-profiling from future years of £1.3m on the 2018-19 major works and improvements budget of £31.0m, and re-profiling to future years of £6.4m on the revised 2018-19 new homes programme budget of £45.0m. It is challenging to accurately forecast the profile of expenditure on new build schemes at this point in the programme as many schemes are at the feasibility stage where we are still discovering issues.

- 6.3. The financing of the 2018-19 capital programme is shown in **Table 3** below.

**Table 3: Financing of 2018-19 Capital Programme**

| <b>Funding Source</b>                              | <b>(£000)</b>  |
|--|----------------|
| Capital Receipts                                   | 21,863         |
| Major Repairs Reserve                              | 44,604         |
| Government Grants and Other External Contributions | 21,219         |
| Earmarked Reserves and Revenue Contributions       | 3,193          |
| General Fund Borrowing                             | 22,195         |
| <b>Total</b>                                       | <b>113,074</b> |

**Treasury Management**

- 6.4. The Council had £115m of temporary investments as at 31 March 2019. These investments were for periods from overnight to 8 months at an average interest rate of 1.00%. Temporary debt of £16m was outstanding at 31 March 2019 for a period of 2 months at an average interest rate of 0.83%.
- 6.5. The Council's total long-term debt has increased by £19m to £277.2m as at 31 March 2019 (£212.6m Public Works Loan Board, £53.5m from other local authorities and a £11.1m commercial loan). The average rate of interest on debt has decreased slightly from 4.38% to 4.14% over the course of the year.
- 6.6. The overall borrowing position of the Council as at 31 March 2019 was gross borrowing of £293.2m and net borrowing (gross borrowing net of investments) of £178.2m.
- 6.7. During the financial year, the Council complied within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Annual Treasury Strategy Statement.

**7. RESERVES AND BALANCES**

- 7.1. The following earmarked revenue reserves transfers over £500k have been actioned to date under delegated authority during the closing of accounts period:
  - 7.1.1. Drawdown from capital reserve for capital financing (£6,363,567.96) and funding transfers from capital to revenue (£1,687,995.84).
  - 7.1.2. Drawdown from capital reserve (£927,280.63) for commercial property revenue project expenditure.
  - 7.1.3. Transfer to capital reserve (£568,000.00) for the cost of bike hangars in the capital programme that will secure an ongoing income stream for the Council.
  - 7.1.4. Transfer to transformation reserve (£2,500,000.00) from a comprehensive balance sheet review, as assumed in 2019-20 budget setting assumptions. The transformation reserve will provide up-front investment for the delivery of transformational revenue savings over the medium-term.
  - 7.1.5. Transfer of planned pensions savings in 2018-19 (£775,000.00) to services specific reserve towards funding the increase in the future service rate in 2019-20, as assumed at the last Pension Fund triennial revaluation.

- 7.1.6. Transfer to Building Schools for the Future Smoothing reserve (£1,098,562.00) for budgeted scheme lifecycle costs in future financial years.
- 7.1.7. Additional net transfer to Housing Benefit reserve to reflect the final Housing Benefit subsidy outturn (£965,845.18)
- 7.1.8. Transfer of 2018-19 Community Infrastructure Levy (CIL) income to Neighbourhood CIL reserve (£925,323.03)
- 7.2. The Executive is asked to delegate authority to the Section 151 Officer/Deputy Section 151 Officer to agree any further budget virements, movements to/from earmarked reserves and changes to capital financing related finalising the 2018-19 Statement of Accounts.
- 7.3. The estimated levels of earmarked budget reserves and general balances available for use in 2019-20, after taking into account budgeted and latest estimated transfers and commitments, are shown in **Table 4**.

**Table 4 – Earmarked Reserves and General Balances 2019-20**

| <b>Reserve</b>                            | <b>(£m)</b> |
|---|-------------|
| Transformation                            | 15.4        |
| Housing Benefit                           | 3.6         |
| General Fund Balances (excluding schools) | 10.7        |
| Schools Balances                          | 11.8        |
| <b>Total</b>                              | <b>41.5</b> |

## **8. IMPLICATIONS**

### **Financial Implications**

- 8.1. These are included in the main body of the report.

### **Legal Implications**

- 8.2. The law requires that the Council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance.

### **Environmental Implications**

- 8.3. This report does not have any direct environmental implications.

### **Resident Impact Assessment**

- 8.4. 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.

- 8.5. A resident impact assessment (RIA) was carried out for the 2018-19 Budget Report approved by Full Council. This report notes the financial performance to date but does not have direct policy implications, so a separate RIA is not required for this report.

**Appendices:**

Appendix 1 – 2018-19 General Fund Revenue Outturn by Individual Variance

Appendix 2 – 2018-19 Revenue Outturn by Service Area

Appendix 3 – 2018-19 Revenue Outturn Carry Forwards

Appendix 4 - 2018-19 Capital Outturn

**Background papers:** None

**Signed by:**



13 May 2019

Executive Member for Finance,  
Performance and Community  
Safety

Date

**Responsible Officer:**

Alan Layton

Service Director Financial and Asset Manager (Acting Section 151 Officer)

**Report Authors:**

Tony Watts, Head of Financial Planning

Martin Houston, Strategic Financial Advisor

**Legal Implications Author:**

Peter Fehler, Acting Director of Law and Governance



**Appendix 1: 2018-19 General Fund Revenue Monitoring by Individual Variance - Outturn**

| Directorate / Service Area                   | Sub-Heading                                | Description of Over/(Under) Spend   | Over-spend<br>£000 | Under-spend<br>£000 | Net Over/(Under) Spend<br>£000 | % of Directorate Net Budget that Over/(Under) Spent<br>% |
|--|--|---|--------------------|---------------------|--------------------------------|--|
| <b>RESOURCES</b>                             |  |   |                    |                     |                                |  |
| Accommodation and Facilities                 | Business Rates                             | Reduction in costs relating to rationalisation of buildings.  |                    | (483)               | (483)                          | -1.1%  |
| Revenues and Benefits                        | Revenues and Benefits                      | Recovery of income and saving on bad debt provision.  |                    | (425)               | (425)                          | -1.0%  |
| Revenues and Benefits                        | Housing Benefit Admin Grants               | Unbudgeted one-off grant income.  |                    | (573)               | (573)                          | -1.3%  |
| Accommodation and Facilities                 | Commercial Property                        | Commercial income has been budgeted to rise significantly. However, practical issues have meant that the development project at Old Street has taken longer than anticipated and has caused a delay in achieving this income  | 827                |                     | 827                            | 1.9%   |
| Accommodation and Facilities                 | Assembly Hall/Other                        | The Assembly Hall has overachieved its income target by £200k, and rationalisation of building maintenance has saved a further £625k.   |                    | (825)               | (825)                          | -1.9%  |
| Digital Services and Transformation          | Software Upgrade                           | Renewal of Microsoft Enterprise has led to additional costs of £600k and a combination of mobile phone contracts and consultancy has cost a further £700k.  | 1,300              |                     | 1,300                          | 3.0%   |
| All  | All  | Vacancy management in a number of areas has saved £1.9m and the combined effect of running costs underspends across the directorate has saved a further £2.1m. These savings have been offset by additional staffing costs, including pension strain costs, amounting to £0.5m.   |                    | (3,513)             | (3,513)                        | -8.2%  |
| All  | All  | Proposed carry forward of underspends across the directorate to fund various future ongoing projects.   | 3,436              |                     | 3,436                          | 8.0%   |
| <b>Total Resources</b>                       |  |   | <b>5,563</b>       | <b>(5,819)</b>      | <b>(256)</b>                   | <b>-0.6%</b>   |
| <b>CHIEF EXECUTIVE'S DIRECTORATE</b>         |  |   |                    |                     |                                |  |
| All  | All  | The Chief Executive's directorate is forecasting an underspend mainly due to holding vacant posts.  |                    | (440)               | (440)                          | -22.2%   |
| <b>Total Chief Executive's Directorate</b>   |  |   | <b>0</b>           | <b>(440)</b>        | <b>(440)</b>                   | <b>-22.2%</b>  |
| <b>CHILDREN, EMPLOYMENT AND SKILLS</b>       |  |   |                    |                     |                                |  |
| Youth and Communities                        | Crime, Violence and Offending              | Balance of demand led budget for commissioning specialist services in relation to crime violence and offending  |                    | (61)                | (61)                           | -0.1%  |
| Youth and Communities                        | Crime, Violence and Offending              | Planned underspend due to original contracts for preventing youth violence starting mid-year. This underspend was being held in the event that the bid to MHCLG for the Supporting Families Against Youth Crime was unsuccessful. Funding from MHCLG has now been confirmed.  |                    | (169)               | (169)                          | -0.2%  |
| Youth and Communities                        | Crime, Violence and Offending              | Reduced numbers of young people remanded to custody and for less days. This is a volatile demand led budget.  |                    | (52)                | (52)                           | -0.1%  |
| Youth and Communities                        | All  | Staffing underspend from reduced use of consultants and agency staff and reduced costs of business support across youth and communities - early delivery of savings   |                    | (80)                | (80)                           | -0.1%  |
| Youth and Communities                        | Play and Youth                             | Net overspend against the universal play and youth budget due to unrealised lease fees from the Education and Skills Funding Agency.  | 32                 |                     | 32                             | 0.0%   |
| Safeguarding and Family Support              | Children in Need                           | Reduction in health commissioning posts.  |                    | (137)               | (137)                          | -0.2%  |
| Safeguarding and Family Support              | Children in Need                           | Reduction in care proceedings.  |                    | (24)                | (24)                           | 0.0%   |
| Safeguarding and Family Support              | Disabled Children's Service                | Lower than estimated spend on short breaks and additional income received through increased monitoring of personal budgets.   |                    | (114)               | (114)                          | -0.1%  |
| Safeguarding and Family Support              | Children Looked After (Non-Placements)     | Inter-agency adoption - increase in net cost as we have purchased more placements than we have sold.  | 182                |                     | 182                            | 0.2%   |
| Safeguarding and Family Support              | Children Looked After Placements           | A delay to the completion of the joint procurement exercise with Housing and Adult Social Services to purchase additional accommodation for looked after children. The procurement strategy has been amended to minimise the impact in-year.  | 150                |                     | 150                            | 0.2%   |
| Safeguarding and Family Support              | Children Looked After Placements           | Reduction in number of children in residential provision.   |                    | (259)               | (259)                          | -0.3%  |
| Safeguarding and Family Support              | Children Looked After Placements           | Balance of placements demographic contingency budget.   |                    | (500)               | (500)                          | -0.6%  |
| Safeguarding and Family Support              | Children Looked After (Non-Placements)     | Pressure against temporary accommodation costs, including Unaccompanied Asylum Seeking Children (UASC) with appeal rights exhausted. This is partially offset by budget provision for the gap between short-term temporary accommodation top-up for children in need and the housing benefit cap.   | 85                 |                     | 85                             | 0.1%   |
| Safeguarding and Family Support              | Safeguarding and Quality Assurance         | Overspend against the workforce development budget offset by a staffing underspend due to a secondment to the Early Help for Families Service.  |                    | (15)                | (15)                           | 0.0%   |
| Safeguarding and Family Support              | Safeguarding and Family Support Management | Vacant head of service post.  |                    | (8)                 | (8)                            | 0.0%   |
| Learning and Schools                         | Early Years                                | Inflation on childcare fees from September 2017 and September 2018.   |                    | (330)               | (330)                          | -0.4%  |
| Learning and Schools                         | Early Years                                | Lower occupancy in community nurseries than budgeted following the outcome of the spring census.  |                    | (126)               | (126)                          | -0.1%  |
| Learning and Schools                         | All  | Net staffing underspend in Learning and Schools.  |                    | (18)                | (18)                           | 0.0%   |
| Learning and Schools                         | Early Years                                | New holiday hunger scheme is currently being piloted meaning that budget allocation is not being utilised in full in this financial year, and additional underspend against the over 5s childcare subsidy budget.   |                    | (171)               | (171)                          | -0.2%  |
| Learning and Schools                         | Building Schools for the Future            | Unbudgeted costs of cleaning Holloway Pool  | 60                 |                     | 60                             | 0.1%   |
| Learning and Schools                         | Special Educational Needs (SEN) Transport  | Despite significant work with Environment and Regeneration to manage these pressures, a significant overspend (£695k) has still materialised (£209k more than last year). A £200k demographic growth contingency had been set aside for SEN transport, which reduces the bottom line overspend to £495k. This is a high risk demand led budget. | 495                |                     | 495                            | 0.6%   |
| Learning and Schools                         | Universal Free School Meals                | The numbers of children not eligible for statutory free school meals has stabilised and therefore the demographic contingency for universal free school meals is not expected to be used in 2018-19 (£200k). Numbers have reduced further based on meal claims processed to date (£59k).  |                    | (259)               | (259)                          | -0.3%  |
| Partnerships and Service Support             | ICT  | Unbudgeted support costs for IslingtonCS portal and reduced income.   | 31                 |                     | 31                             | 0.0%   |
| Partnerships and Service Support             | Information and Performance                | Staffing underspend in the information and performance team   |                    | (49)                | (49)                           | -0.1%  |
| Partnerships and Service Support             | Directorate Management                     | Forecast staffing underspend against directorate management budget  |                    | (20)                | (20)                           | 0.0%   |
| Partnerships and Service Support             | Cardfields                                 | Reduction in schools funding, repayment of corporately funded capital works, forecast shortfall in income and urgent maintenance costs. This is partly mitigated through actively targeting weekend hire at identified groups, construction of a special offer for weeks that we can't sell and a review of costs.                              | 76                 |                     | 76                             | 0.1%   |
| Strategy and Planning                        | Strategy and Planning                      | Early delivery of strategy and planning savings.  |                    | (8)                 | (8)                            | 0.0%   |
| Health Commissioning                         | Health Commissioning                       | Unbudgeted income from health and underspend against health commissioning running costs   |                    | (36)                | (36)                           | 0.0%   |
| <b>Total Children, Employment and Skills</b> |  |   | <b>1,111</b>       | <b>(2,436)</b>      | <b>(1,325)</b>                 | <b>-1.5%</b>   |
| <b>ENVIRONMENT AND REGENERATION</b>          |  |   |                    |                     |                                |  |
| Planning and Development                     | Development Control                        | Lower levels of income and agency cost pressure.  | 214                |                     | 214                            | 0.8%   |
| Planning and Development                     | Building Control                           | Lower levels of building control income.  | 100                |                     | 100                            | 0.4%   |

**Appendix 1: 2018-19 General Fund Revenue Monitoring by Individual Variance - Outturn**

|  |                                     |  |               |                 |                |             |
|--|-------------------------------------|--|---------------|-----------------|----------------|-------------|
| Public Protection  | Local Land Charges                  | Decline in local land charges income.  | 100           | 100             | 0.4%           |             |
| Public Realm   | Highways and Energy Services        | Unachievable street lighting Wi-Fi concession income.  | 120           | 120             | 0.5%           |             |
| Public Realm   | Street Environmental Services       | Sickness levels exceeding target operating model.  | 750           | 750             | 2.9%           |             |
| Public Realm   | Street Environmental Services       | Additional staff cover due to operational, performance and disciplinary issues.  | 225           | 225             | 0.9%           |             |
| Public Realm   | Street Environmental Services       | Driver grade uplift to reflect additional supervision duties.  | 120           | 120             | 0.5%           |             |
| Public Realm   | Street Environmental Services       | Delays in fleet replacement due to ULEZ considerations.  | 400           | 400             | 1.6%           |             |
| Public Realm   | Street Environmental Services       | Anticipated fuel savings offset by higher pump prices.   | 100           | 100             | 0.4%           |             |
| Public Realm   | Street Environmental Services       | Additional staff costs due to changes in refuse collection service.  | 444           | 444             | 1.7%           |             |
| Public Realm   | Street Environmental Services       | One-off costs relating to service modernisation and use of technology.   | 155           | 155             | 0.6%           |             |
| Public Realm   | Street Environmental Services       | Shortfall in commercial waste income.  | 250           | 250             | 1.0%           |             |
| Public Realm   | Parking and Traffic Services        | Shortfall in pay & display and permit income.  | 344           | 344             | 1.3%           |             |
| Public Protection  | Private Sector Housing              | Underspend in private sector housing grants (one-off).   |               | (430)           | (430)          | -1.7%       |
| Public Protection  | Various                             | Vacancies across the division.   |               | (100)           | (100)          | -0.4%       |
| Public Protection  | Various                             | Additional HRA income due to new recharge calculation.   |               | (170)           | (170)          | -0.7%       |
| Public Protection  | Various                             | Additional income from various income streams.   |               | (129)           | (129)          | -0.5%       |
| Public Realm   | Greenspace and Leisure              | Additional HRA income due to new recharge calculation.   |               | (448)           | (448)          | -1.7%       |
| Public Realm   | Highways and Energy Services        | Additional HRA income due to new recharge calculation.   |               | (30)            | (30)           | -0.1%       |
| Public Realm   | Highways and Energy Services        | Carbon offset income within Energy Services.   |               | (120)           | (120)          | -0.5%       |
| Public Realm   | Highways and Energy Services        | Additional income from Angelic Energy.   |               | (20)            | (20)           | -0.1%       |
| Public Realm   | Highways and Energy Services        | Spend previously allocated to revenue to be financed from capital resources.   |               | (378)           | (378)          | -1.5%       |
| Public Realm   | Street Environmental Services       | Additional HRA income due to new recharge calculation.   |               | (900)           | (900)          | -3.5%       |
| <b>Total Environment and Regeneration</b>  |                                     |  | <b>3,322</b>  | <b>(2,725)</b>  | <b>597</b>     | <b>2.3%</b> |
| <b>HOUSING AND ADULT SOCIAL SERVICES</b>   |                                     |  |               |                 |                |             |
| <i>The Housing General Fund forecast is break-even with no significant net variances at divisional level.</i>  |                                     |  |               |                 |                |             |
|  |                                     |  | 0             | 0               | 0              | 0.0%        |
| <b>Total Housing General Fund</b>  |                                     |  | <b>0</b>      | <b>0</b>        | <b>0</b>       |             |
| Integrated Community Services  | In-house Service - Day Offer Review | Non-delivery of savings.   | 843           |                 | 843            | 1.2%        |
| Learning Disabilities  | In-house Review                     | Non-delivery of savings.   | 399           |                 | 399            | 0.6%        |
| Adult Social Services  | All                                 | Improved Better Care Fund (Stabilising the Social Care System) one-off income.   |               | (1,242)         | (1,242)        | -1.8%       |
| <b>Total Adult Social Services</b>   |                                     |  | <b>1,242</b>  | <b>(1,242)</b>  | <b>0</b>       | <b>0.0%</b> |
| <b>Total Housing and Adult Social Services</b>   |                                     |  | <b>1,242</b>  | <b>(1,242)</b>  | <b>0</b>       | <b>0.0%</b> |
| <b>PUBLIC HEALTH</b>   |                                     |  |               |                 |                |             |
| <i>The Public Health forecast is break-even as any underspends will be carried forward to future years as part of the ring-fenced public health account.</i> |                                     |  |               |                 |                |             |
|  |                                     |  | 0             | 0               | 0              | 0.0%        |
| <b>Total Public Health</b>   |                                     |  | <b>0</b>      | <b>0</b>        | <b>0</b>       |             |
| <b>DIRECTORATE TOTAL</b>   |                                     |  | <b>11,238</b> | <b>(12,662)</b> | <b>(1,424)</b> |             |
| <b>CORPORATE ITEMS</b>   |                                     |  |               |                 |                |             |
| Transformation Reserve   | Transformation Reserve              | Transfer to transformation reserve from a comprehensive balance sheet review, as assumed in 2019-20 budget setting assumptions. The transformation reserve will provide up-front investment for the delivery of transformational revenue savings over the medium-term.   | 2,500         |                 | 2,500          | -1.0%       |
| Housing Needs  | NRPF                                | Uncontrollable pressure due to the Council's statutory duty to provide assistance to all destitute clients who are Non-European Union nationals and can demonstrate need under Section 21 of the National Assistance Act, 1948. This is commonly referred to as No Recourse to Public Funds (NRPF).  | 621           |                 | 621            | -0.3%       |
| Invest to Save   | Bike Hangars                        | Transfer to capital reserve for the cost of bike hangars in the capital programme that will secure an ongoing income stream for the Council.   | 568           |                 | 568            | -0.2%       |
| Homelessness   | Homelessness                        | Unbudgeted corporate funding for Street Homelessness Coordinator and Street Homelessness Outreach Officer (now mainstreamed into 2019-20 budget).  | 90            |                 | 90             | 0.0%        |
| Corporate Financing Account  | Corporate Financing Account         | The Council continues to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates. This, along with unbudgeted investment income, has saved the General Fund (-£2.8m) in corporate financing costs in 2018-19. The Treasury Management Strategy is kept under constant review to ensure that available resources are optimised and the longer-term interest rate position reviewed within an effective risk management framework and in line with the approved strategy. |               | (2,782)         | (2,782)        | 1.1%        |
| Inflation  | Pay Inflation                       | Underspend against corporate budget for 2018-19 pay inflation.   |               | (1,610)         | (1,610)        | 0.7%        |
| Unbudgeted Income  | Unbudgeted Income                   | Net unbudgeted corporate grant income, primarily relating to unbudgeted business rates retention levy surplus grant confirmed late in the financial year.  |               | (1,298)         | (1,298)        | 0.5%        |
| Levies   | Levies                              | Underspend on corporate levies budget compared to the estimate before the start of the financial year.   |               | (150)           | (150)          | 0.1%        |
| Contingency  | Contingency                         | Unused 2018-19 contingency budget.   |               | (2,000)         | (2,000)        | 0.8%        |
| <b>Total Corporate Items</b>   |                                     |  | <b>3,779</b>  | <b>(7,840)</b>  | <b>(4,061)</b> | <b>1.6%</b> |
| <b>GROSS TOTAL</b>   |                                     |  | <b>15,017</b> | <b>(20,502)</b> | <b>(5,485)</b> |             |

**Appendix 2: 2018-19 Revenue Monitoring by Service Area - Outturn**

| <b>GENERAL FUND</b>                                       |                 |                |                  |                                      |                                      |
|---|-----------------|----------------|------------------|--------------------------------------|--------------------------------------|
| Directorate / Division                                    | Original Budget | Current Budget | Forecast Outturn | Forecast Over/(Under) Spend Month 12 | Forecast Over/(Under) Spend Month 11 |
|   | £'000           | £000           | £000             | £000                                 | £000                                 |
| <b>RESOURCES</b>  |                 |                |                  |                                      |                                      |
| Directorate   | 1,149           | 2,016          | 2,340            | 324                                  | 365                                  |
| Digital Services and Transformation                       | 10,935          | 10,521         | 11,825           | 1,304                                | 601                                  |
| Financial Management                                      | 10,920          | 987            | 584              | (403)                                | (365)                                |
| Financial Operations                                      | 21,029          | 20,468         | 19,223           | (1,245)                              | (637)                                |
| Internal Audit  | 685             | 726            | 455              | (271)                                | (43)                                 |
| Law and Governance  | 2,110           | 5,766          | 5,703            | (63)                                 | (37)                                 |
| Human Resources   | 1,767           | 2,549          | 2,647            | 98                                   | (32)                                 |
| <b>Total Resources</b>                                    | <b>48,595</b>   | <b>43,033</b>  | <b>42,777</b>    | <b>(256)</b>                         | <b>(148)</b>                         |
| <b>CHIEF EXECUTIVE'S DEPARTMENT</b>                       |                 |                |                  |                                      |                                      |
| Chief Executive   | 41              | (138)          | (155)            | (17)                                 | (16)                                 |
| Communications and Change                                 | 1,195           | 1,195          | 905              | (290)                                | (185)                                |
| Strategy and Change                                       | 839             | 928            | 795              | (133)                                | (127)                                |
| <b>Total Chief Executive's Department</b>                 | <b>2,075</b>    | <b>1,985</b>   | <b>1,545</b>     | <b>(440)</b>                         | <b>(328)</b>                         |
| <b>CHILDREN, EMPLOYMENT AND SKILLS</b>                    |                 |                |                  |                                      |                                      |
| Youth and Communities                                     | 6,201           | 6,205          | 5,875            | (330)                                | (162)                                |
| Safeguarding and Family Support                           | 40,667          | 44,362         | 43,722           | (640)                                | (403)                                |
| Learning and Schools                                      | 11,808          | 25,390         | 21,261           | (4,129)                              | (1,743)                              |
| Partnership and Service Support                           | 16,574          | 5,584          | 5,622            | 38                                   | 58                                   |
| Strategy and Planning                                     | 127             | 127            | 119              | (8)                                  | 58                                   |
| Employment, Skills and Culture                            | 5,419           | 6,866          | 6,866            | 0                                    | 0                                    |
| Health Commissioning                                      | 924             | 939            | 903              | (36)                                 | 0                                    |
| Less Projected Ring-Fenced Schools Related Underspend     | 0               | 0              | 3,780            | 3,780                                | 1,531                                |
| <b>Total Children, Employment and Skills</b>              | <b>81,720</b>   | <b>89,473</b>  | <b>88,148</b>    | <b>(1,325)</b>                       | <b>(719)</b>                         |
| <b>ENVIRONMENT AND REGENERATION</b>                       |                 |                |                  |                                      |                                      |
| Directorate   | 161             | 0              | 0                | 0                                    | 0                                    |
| Planning and Development                                  | 975             | 1,934          | 2,248            | 314                                  | 400                                  |
| Public Protection   | 4,653           | 5,361          | 4,632            | (729)                                | (600)                                |
| Public Realm  | 8,170           | 18,382         | 19,394           | 1,012                                | 700                                  |
| <b>Total Environment and Regeneration</b>                 | <b>13,959</b>   | <b>25,677</b>  | <b>26,274</b>    | <b>597</b>                           | <b>500</b>                           |
| <b>HOUSING AND ADULT SOCIAL SERVICES (HASS)</b>           |                 |                |                  |                                      |                                      |
| Temporary Accommodation (Homelessness Direct)             | 2,148           | 2,606          | 1,964            | (642)                                | 239                                  |
| Housing Needs (Homelessness Indirect)                     | 1,368           | 1,664          | 2,334            | 670                                  | (223)                                |
| Housing Benefit   | 880             | 880            | 880              | 0                                    | 0                                    |
| Housing Strategy and Development                          | 127             | 150            | 143              | (7)                                  | (7)                                  |
| Housing Other   | 1,328           | 7,822          | 7,801            | (21)                                 | (9)                                  |
| Voluntary and Community Services (VCS)                    | 3,028           | 3,487          | 3,487            | 0                                    | 0                                    |
| <b>Total Housing General Fund</b>                         | <b>8,879</b>    | <b>16,609</b>  | <b>16,609</b>    | <b>0</b>                             | <b>0</b>                             |
| Adult Social Care   | (2,503)         | (3,443)        | (3,560)          | (117)                                | (1,204)                              |
| Integrated Community Services                             | 19,503          | 22,852         | 22,887           | 35                                   | 843                                  |
| Learning Disabilities                                     | 25,136          | 26,376         | 26,376           | 0                                    | 399                                  |
| Strategy and Commissioning                                | 26,951          | 24,762         | 24,844           | 82                                   | 0                                    |
| <b>Total Adult Social Services</b>                        | <b>69,087</b>   | <b>70,547</b>  | <b>70,547</b>    | <b>0</b>                             | <b>38</b>                            |
| <b>Total Housing and Adult Social Services</b>            | <b>77,966</b>   | <b>87,156</b>  | <b>87,156</b>    | <b>0</b>                             | <b>38</b>                            |
| <b>PUBLIC HEALTH</b>                                      |                 |                |                  |                                      |                                      |
| Children 0-5 Public Health                                | 3,689           | 3,689          | 3,649            | (40)                                 | 27                                   |
| Children and Young People                                 | 1,434           | 1,593          | 1,588            | (5)                                  | (6)                                  |
| NHS Health Checks   | 394             | 394            | 257              | (137)                                | (182)                                |
| Obesity and Physical Activity                             | 679             | 679            | 760              | 81                                   | 44                                   |
| Other Public Health                                       | (19,984)        | (19,387)       | (19,325)         | 62                                   | (17)                                 |
| Sexual Health   | 6,022           | 5,689          | 5,241            | (448)                                | (227)                                |
| Smoking and Tobacco                                       | 488             | 488            | 416              | (72)                                 | (63)                                 |
| Substance Misuse  | 7,278           | 7,155          | 7,082            | (73)                                 | (34)                                 |
| Less Projected Ring-Fenced Public Health Grant Underspend | 0               | 0              | 632              | 632                                  | 458                                  |
| <b>Total Public Health</b>                                | <b>0</b>        | <b>300</b>     | <b>300</b>       | <b>0</b>                             | <b>0</b>                             |
| <b>DIRECTORATE TOTAL</b>                                  | <b>224,315</b>  | <b>247,624</b> | <b>246,200</b>   | <b>(1,424)</b>                       | <b>(657)</b>                         |

**Appendix 2: 2018-19 Revenue Monitoring by Service Area - Outturn**

| Directorate / Division                          | Original Budget  | Current Budget   | Forecast Outturn | Forecast Over/(Under) Spend Month 12 | Forecast Over/(Under) Spend Month 11 |
|---|------------------|------------------|------------------|--------------------------------------|--------------------------------------|
|   | £'000            | £000             | £000             | £000                                 | £000                                 |
| <b>CORPORATE</b>                                |                  |                  |                  |                                      |                                      |
| Other Corporate Items                           | 4,567            | (730)            | 797              | 1,527                                | (837)                                |
| Corporate Financing Account                     | (26,579)         | (29,881)         | (32,663)         | (2,782)                              | 0                                    |
| Pensions  | 0                | (13,492)         | (13,492)         | 0                                    | 0                                    |
| Levies  | 22,277           | 22,277           | 22,127           | (150)                                | 0                                    |
| Transfer to/(from) Reserves                     | (7,219)          | (17,588)         | (17,588)         | 0                                    | 0                                    |
| Specific Grants                                 | (6,776)          | (7,995)          | (9,272)          | (1,277)                              | 0                                    |
| Core Government Funding / Council Tax           | (212,994)        | (212,994)        | (212,994)        | 0                                    | 0                                    |
| No Recourse to Public Funds                     | 409              | 583              | 1,204            | 621                                  | 650                                  |
| Appropriations and Technical Accounting Entries | 0                | 10,196           | 10,196           | 0                                    | 0                                    |
| <b>Total Corporate Items</b>                    | <b>(226,315)</b> | <b>(249,624)</b> | <b>(251,685)</b> | <b>(2,061)</b>                       | <b>(187)</b>                         |
| Contingency                                     | 2,000            | 2,000            | 0                | (2,000)                              | 0                                    |
| <b>Total Corporate Including Contingency</b>    | <b>(224,315)</b> | <b>(247,624)</b> | <b>(251,685)</b> | <b>(4,061)</b>                       | <b>(187)</b>                         |
| <b>GROSS TOTAL</b>                              | <b>0</b>         | <b>0</b>         | <b>(5,485)</b>   | <b>(5,485)</b>                       | <b>(844)</b>                         |

## Appendix 2: 2018-19 Revenue Monitoring by Service Area - Outturn

| <b>HOUSING REVENUE ACCOUNT(HRA)</b>       |                   |                     |   |   |
|---|-------------------|---------------------|---|---|
| Service Area                              | Current<br>Budget | Forecast<br>Outturn | Forecast<br>Over/(Under)<br>Spend<br>Month 12 | Forecast<br>Over/(Under)<br>Spend<br>Month 11 |
|   | £000              | £000                | £000  | £000  |
| Dwelling Rents                            | (163,790)         | (165,250)           | (1,460)                                       | (1,950)                                       |
| Non Dwelling Rents                        | (1,400)           | (1,505)             | (105)   | (250)   |
| Heating Charges                           | (2,050)           | (2,130)             | (80)  | 0   |
| Leaseholders Charges                      | (13,890)          | (14,021)            | (131)   | (75)  |
| Other Charges for Services and Facilities | (4,840)           | (5,428)             | (588)   | (270)   |
| PFI Credits                               | (22,855)          | (22,855)            | 0   | 0   |
| Interest Receivable                       | (500)             | (801)               | (301)   | 0   |
| Contribution from General Fund            | (816)             | (816)               | 0   | 0   |
| <b>Gross Income</b>                       | <b>(210,141)</b>  | <b>(212,806)</b>    | <b>(2,665)</b>                                | <b>(2,545)</b>                                |
| Repairs and Maintenance                   | 32,518            | 32,535              | 17  | (300)   |
| General Management                        | 48,638            | 48,398              | (240)   | 2,455   |
| PFI Payments                              | 42,263            | 41,938              | (325)   | 440   |
| Special Services                          | 23,711            | 24,301              | 590   | 150   |
| Rents, Rates, Taxes and Other Charges     | 590               | 1,015               | 425   | 300   |
| Capital Financing Costs                   | 16,269            | 18,041              | 1,772   | 0   |
| Depreciation                              | 29,906            | 29,894              | (12)  | 0   |
| Bad Debt Provisions                       | 750               | 1,640               | 890   | 0   |
| Contingency                               | 0                 | 0                   | 0   | (500)   |
| Transfer to HRA Reserves                  | 15,496            | 15,044              | (452)   | 0   |
| <b>Gross Expenditure</b>                  | <b>210,141</b>    | <b>212,806</b>      | <b>2,665</b>                                  | <b>2,545</b>                                  |
| <b>Net (Surplus)/Deficit</b>              | <b>0</b>          | <b>0</b>            | <b>0</b>                                      | <b>0</b>                                      |

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### Appendix 3: 2018-19 Outturn Carry Forwards

| Directorate                  | Division/Service Area         | Amount (£)   | Reason for Carry Forward  | Carry forward to 2019-20 or hold in earmarked reserves? |
|------------------------------|-------------------------------|--------------|---|---|
| Adults Social Services       | Adults Social Services        | 2,276,000.00 | This carry forward represents long standing earmarked funds to be utilised in the delivery of multi-year Adult Social Care Savings. The carry forward will be utilised to stabilise the service, mitigating the impact of potential delays in projects coming to fruition.  | Hold in Services Specific Reserve                       |
| Adults Social Services       | Adults Social Services        | 804,000.00   | The Adult Social Care Support Grant was announced in the local government finance settlement 2018 to 2019 for supporting sustainable local care markets.  | Hold in Services Specific Reserve                       |
| Children Employment & Skills | Youth & Communities           | 69,270.00    | Youth Justice Board (YJB) remand grant is adjusted on a lagged basis, and we are expecting a reduced level of grant funding in 2019-20 based on current activity. This carry forward will help offset any reduction in YJB funding for remand. It will also provide a one-off contingency budget for any increase in activity, as this is a volatile demand led budget. There has been a recent increase in the numbers of young people in custody and the nature of offences committed are becoming more serious. The Youth Custody Service has just announced that the cost of a young person placed on secure remand is increasing from £4k per week to £5k per week in 2019-20. | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Youth & Communities           | 230,730.00   | Youth Justice Board (YJB) remand grant is adjusted on a lagged basis, and we are expecting a reduced level of grant funding in 2019-20 based on current activity. This carry forward will help offset any reduction in YJB funding for remand. It will also provide a one-off contingency budget for any increase in activity, as this is a volatile demand led budget. There has been a recent increase in the numbers of young people in custody and the nature of offences committed are becoming more serious. The Youth Custody Service has just announced that the cost of a young person placed on secure remand is increasing from £4k per week to £5k per week in 2019-20. | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Youth & Communities           | 30,019.00    | Youth Council elections occur once every 2 years. Planned underspend in non-election year is carried forward to meet costs of holding elections in the following year.  | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Safeguarding & Family Support | 212,601.00   | DfE funded House project for looked after young people and those leaving care to manage their own homes and achieve successful independence.  | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Safeguarding & Family Support | 139,594.00   | Islington Safeguarding Children Board - A pooled budget arrangement with a number of other public sector agencies. Carry forward supports agreed spending plans.  | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Safeguarding & Family Support | 319,934.00   | DfE funded Innovations project - Start date for Phase 2 slipped during 2017-18 resulting in a underspend against government funding received for the project. Project has been profiled, and this carry forward supports 2019-20 commitments.   | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Safeguarding & Family Support | 87,558.00    | DfE funded Partners in Practice (Innovations) project - funding received in advance of spend.   | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Safeguarding & Family Support | 25,072.00    | Innovations grant funding from the DfE for the Pause project that is funding a practitioner post for 6 months.  | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Safeguarding & Family Support | 5,199.00     | Grant funding from the DfE for the Step up to Social Work programme.  | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Learning & Schools            | 225,722.00   | School Improvement and Monitoring grant funding required to fund the service in 2019-20 following removal of Education Services Grant funding by the DfE.   | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Learning & Schools            | 9,318.00     | Ring-fenced third party contribution from the Dame Alice Owen Foundation for the Upward Bound Programme.  | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Learning & Schools            | 96,359.00    | Balance on SEND reform grant and SEND employment grant being used to continue implementation of new system of Education Health and Care Plans.  | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Learning & Schools            | 20,017.00    | Carry forward to fund additional Education Psychology post from September, which in turn is expected to generate additional traded income and become self-financing from 2020-21.   | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Learning & Schools            | 49,753.00    | Carry forward to fund additional Education Psychology post from September, which in turn is expected to generate additional traded income and become self-financing from 2020-21.   | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Learning & Schools            | 61,720.00    | Carry forward of unspent repairs and maintenance budget to meet the costs of repairs at children's centres following a series of condition surveys.   | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Learning & Schools            | 42,376.00    | Carry forward of unspent repairs and maintenance budget to meet the costs of repairs at children's centres following a series of condition surveys.   | Carry Forward via Services Specific Reserve             |
| Children Employment & Skills | Learning & Schools            | 5,000.00     | Carry forward of unspent repairs and maintenance budget to meet the costs of repairs at children's centres following a series of condition surveys.   | Carry Forward via Services Specific Reserve             |

### Appendix 3: 2018-19 Outturn Carry Forwards

|                              |                               |            |   |   |
|------------------------------|-------------------------------|------------|---|---|
| Children Employment & Skills | Learning & Schools            | 165,200.00 | Balance of Post 16 bursary funding - No ongoing budget so one-off balance is being used to fund a further two and a half years at current levels of demand.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 63,601.00  | Unallocated funding from Islington Community of Schools to be carried forward to 2019-20 and 2020-21 as part of the Children, Employment and Skills savings plan.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 34,000.00  | External funding from the CCG and TIPPS funding from Community Safety for the trauma informed project in schools (recently expanded following the success of the initial scheme) for the 2019-20 academic year. | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Partnership & Service Support | 10,614.00  | Delayed recruitment for fixed term project officer post - carry forward required to fund this post in 2019-20.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 23,800.00  | QICS Careers Leaders - Richard Reeves Foundation funding.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 6,363.00   | Planned underspend to be carried forward as provision for organisational change costs.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 33,263.00  | Planned underspend to be carried forward as provision for organisational change costs.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 10,374.00  | Planned underspend to be carried forward as provision for organisational change costs.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 2,693.00   | Planned underspend to be carried forward as provision for organisational change costs.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 10,351.00  | Funding to cover the cost pressure against childcare bursaries in 2019-20.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 11,000.00  | Match funding to lever in £15k external funding from Music First for music instruments in schools.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 2,869.00   | Creative Conversations - Heritage Lottery funding.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 8,620.00   | Ready to Borrow - Heritage Lottery funding.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 16,378.00  | Holloway Prison - Heritage Lottery funding.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 5,000.00   | Reading Friends Project - External funding.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 74,517.00  | Capital contingency budget for planned works to Central Library that will enable the realisation of rental income.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Employment, Skills & Culture  | 32,241.00  | Music Education Hub grant funding from Arts Council.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 139,435.00 | This balance belongs to the schools that buy into the Council's catering contract and is rolled forward each year in line with the arrangements for meeting the costs of school meals agreed with schools.      | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 195,610.00 | Accumulated surplus balance on the supply insurance scheme for schools. This funding belongs to the individual schools who buy into the scheme and is rolled forward each year.                                 | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 96,013.00  | Accumulated surplus balance on the maternity insurance scheme for schools. This funding belongs to the individual schools who buy into the scheme and is rolled forward each year.                              | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 106,540.00 | Surplus asset management income from schools who buy into the Council's SLA and held for capital maintenance needs in those schools.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 50,000.00  | Balance from Andover Bright Start playgroup provision that belongs to the setting following transfer of provision to Montem Primary School.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | All                           | 115,000.00 | One-off provision to meet potential redundancy costs from 2019-20 savings plan.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | All                           | 35,000.00  | One-off provision to meet potential redundancy costs from 2019-20 savings plan.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 20,000.00  | 30 hours delivery support grant.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Youth & Communities           | 27,000.00  | Youth Justice Board funding for disproportionality offending project. Funding received in March 2019 - work is planned for 2019-20.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools            | 25,000.00  | Funding for Mother Tongue Supplementary Schools has ended. However, there is a commitment to funding provision for one more year, partly funded by this carry forward.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Safeguarding & Family Support | 168,601.00 | National Assessment and Accreditation System grant from the DfE.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Partnership & Service Support | 25,404.00  | Balance on schools ICT partnership - this is due to be shared with partners in line with the terms of the partnership agreement.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Youth & Communities           | 50,000.00  | Planned urgent maintenance and repairs at Crumbles Castle, Rose Bowl and Cornwallis and Bernard Park.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Safeguarding & Family Support | 147,600.00 | Home Office grant funding to increase capacity in the service to address and support the increase in Unaccompanied Asylum Seeking Children.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Safeguarding & Family Support | 994,161.00 | External grant funding for a project spanning multiple financial years including the Troubled Families Programme.   | Carry Forward via Services Specific Reserve |



### Appendix 3: 2018-19 Outturn Carry Forwards

|                              |   |            |  |   |
|------------------------------|---|------------|--|---|
| Children Employment & Skills | Learning & Schools                            | 655,000.00 | Balance of pension fund reimbursement in relation to schools from prior years, being held to smooth in any future increases in cost to schools at the next triennial revaluation.  | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools                            | 75,000.00  | Contribution towards one-off contingency for SEN Transport in 2019-20 to offset structural budget shortfall.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools                            | 150,000.00 | Contribution towards one-off contingency for SEN Transport in 2019-20 to offset structural budget shortfall.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Learning & Schools                            | 75,000.00  | Contribution towards one-off contingency for SEN Transport in 2019-20 to offset structural budget shortfall.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Safeguarding & Family Support                 | 24,225.00  | Islington host the 6 borough North London consortium for Adoption and Fostering recruitment. This carry forward is the collective underspend in 2018-19 for supporting future consortium agreed commitments.   | Carry Forward via Services Specific Reserve |
| Children Employment & Skills | Safeguarding & Family Support                 | 33,500.00  | Set-up grant for the North London adoption agency.   | Carry Forward via Services Specific Reserve |
| Environment & Regeneration   | Public Protection - Noise & Pollution         | 98,000.00  | EV (Taxis) Rapid Charging Points grant funding from DEFRA - delays in implementation/planning approval.  | Carry Forward via Services Specific Reserve |
| Environment & Regeneration   | Public Protection - Noise & Pollution         | 27,000.00  | Canal Rapid Charging Points grant funding from DEFRA - delays in implementation/planning approval.   | Carry Forward via Services Specific Reserve |
| Environment & Regeneration   | Public Protection - Cemeteries                | 216,902.49 | Ring-fenced Trading Account.   | Hold in Cemeteries Reserve                  |
| Environment & Regeneration   | Public Protection - Street Trading            | -30,649.09 | Ring-fenced Trading Account.   | Drawdown from Street Markets Reserve        |
| Environment & Regeneration   | Planning & Development - Economic Development | 63,062.56  | Archway projects.  | Carry Forward via Services Specific Reserve |
| Environment & Regeneration   | Planning & Development - Economic Development | 92,772.79  | Finsbury Park projects.  | Carry Forward via Services Specific Reserve |
| Housing General Fund         | Voluntary & Community Services (VCS)          | 206,987.11 | VCS contingency pot to run parallel with the VCS funding allocations.  | Carry Forward via Services Specific Reserve |
| Housing General Fund         | Voluntary & Community Services (VCS)          | 23,108.57  | VCS funding allocations to projects that span financial years.   | Carry Forward via Services Specific Reserve |
| Housing General Fund         | Voluntary & Community Services (VCS)          | 14,165.23  | VCS funding allocations to projects that span financial years.   | Carry Forward via Services Specific Reserve |
| Housing General Fund         | Voluntary & Community Services (VCS)          | 37,617.90  | VCS funding allocations to projects that span financial years.   | Carry Forward via Services Specific Reserve |
| Housing General Fund         | Voluntary & Community Services (VCS)          | 21,840.47  | VCS funding allocations to projects that span financial years.   | Carry Forward via Services Specific Reserve |
| Housing General Fund         | Housing Needs                                 | 202,973.29 | This represents the Flexible Homelessness Support Grant to be spent in future financial years.   | Hold in Services Specific Reserve           |
| Housing General Fund         | No Recourse to Public Funds (NRPF)            | 115,000.00 | This represents two NRPF grants to be spent in 2019-20.  | Carry Forward via Services Specific Reserve |
| Housing General Fund         | Housing Needs                                 | 632,423.79 | This represents New Burdens funding to be spent in future financial years.   | Hold in Services Specific Reserve           |
| Public Health                | Public Health                                 | 633,054.11 | The ring-fenced Public Health grant has not been fully spent this year and the balance will be spent on public health in future financial years.   | Hold in Services Specific Reserve           |
| Resources                    | Accommodation & Facilities                    | 600,000.00 | This is to progress / complete a number of projects including: the internal decoration and refurbishment of Central Library; the replacement of the swipe card system in Council buildings; the underpinning of Laycock Street; improvements to offices at Ashton. | Carry Forward via Services Specific Reserve |
| Resources                    | Corporate Health & Safety                     | 20,000.00  | Health and Safety Pack - Handouts/posters for all buildings including children's centres.  | Carry Forward via Services Specific Reserve |
| Resources                    | Corporate Health & Safety                     | 35,000.00  | Health and Safety Management System Set-up Costs.  | Carry Forward via Services Specific Reserve |
| Resources                    | Democratic Services                           | 3,000.00   | Deputy Mayor's Allowance balance will go to Mayor's charity at the end of the election year.   | Carry Forward via Services Specific Reserve |
| Resources                    | Democratic Services                           | 10,000.00  | Mayor's Allowance balance will go to Mayor's charity at the end of the election year.  | Carry Forward via Services Specific Reserve |
| Resources                    | Strategic Procurement                         | 20,000.00  | This is a corporate project to improve the contract management arrangements across the Council.  | Carry Forward via Services Specific Reserve |
| Resources                    | Law & Governance                              | 193,000.00 | This project is to implement the new case management system in Legal Services. The spend will include the software, hardware and training necessary to get the maximum benefits from this change.  | Carry Forward via Services Specific Reserve |

### Appendix 3: 2018-19 Outturn Carry Forwards

|              |                              |                      |   |   |
|--------------|------------------------------|----------------------|---|---|
| Resources    | Transformation Projects Fund | 1,000,000.00         | With the change management programmes across the Council needing significant resources to support their implementation, this fund will be used by the Resources directorate to pay for those support functions it provides. This will allow the business as usual activities to be maintained and not suffer as a result.   | Hold in Services Specific Reserve           |
| Resources    | Digital Services             | 200,000.00           | Balance of Shared Digital service set-up budget that will continue to be spent in 2019-20.  | Carry Forward via Services Specific Reserve |
| Resources    | Financial Operations         | 1,355,000.00         | The introduction of Universal Credit has been delayed several times for Islington but it is being rolled out. The work in supporting residents on both Housing Benefit and Universal Credit has remained the same but the admin grant has gradually been cut and will be phased out over the coming years. The Housing Benefit reserve has been created to allow for the support to be maintained at the higher level for a short period of time to ensure that residents are not impacted any more than necessary by the switch. | Hold in Housing Benefit Reserve             |
| <b>TOTAL</b> |                              | <b>14,219,474.22</b> |   |   |

|                              |                      |
|------------------------------|----------------------|
| <b>Summary</b>               |                      |
| Adults Social Services       | 3,080,000.00         |
| Children Employment & Skills | 5,349,215.00         |
| Environment & Regeneration   | 467,088.75           |
| Housing General Fund         | 1,254,116.36         |
| Public Health                | 633,054.11           |
| Resources                    | 3,436,000.00         |
|                              | <b>14,219,474.22</b> |

**Appendix 4: Capital Monitoring 2018-19 - Outturn**

|   | 2018-19 Capital Monitoring |                                |                |                  |  |                        |
|---|----------------------------|--------------------------------|----------------|------------------|--|------------------------|
|   | Original Budget            | Budget Changes During the Year | Revised Budget | Forecast Outturn | Forecast Re-profiling (to)/from Future Years | % Budget Spent to Date |
|   | £000                       | £000                           | £000           | £000             | £000   | £000                   |
| <b>CHILDREN, EMPLOYMENT AND SKILLS</b>              |                            |                                |                |                  |  |                        |
| Moreland School and Children's Centre               | 0                          | 208                            | 208            | 208              | 0  | 100%                   |
| Pupil Referral Unit                                 | 0                          | 249                            | 249            | 0                | (249)  | 0%                     |
| Tufnell Park School                                 | 13,895                     | (3,598)                        | 10,297         | 8,544            | (1,753)                                      | 83%                    |
| Highbury Grove School Expansion                     | 3,000                      | (1,391)                        | 1,609          | 654              | (955)  | 41%                    |
| Central Foundation School Expansion                 | 2,700                      | (1,720)                        | 980            | 828              | (152)  | 84%                    |
| School Condition Works                              | 0                          | 231                            | 231            | 0                | (231)  | 0%                     |
| Arts and Media School                               | 90                         | (90)                           | 0              | 0                | 0  | 0%                     |
| New River College                                   | 0                          | 185                            | 185            | 0                | (185)  | 0%                     |
| Primary Schools Condition Schemes                   | 75                         | 1,125                          | 1,200          | 829              | (371)  | 69%                    |
| Primary Schools General and Emergency Works Schemes | 0                          | 200                            | 200            | 54               | (146)  | 27%                    |
| Schools Devolved Formula Capital                    | 300                        | 0                              | 300            | 20               | (280)  | 7%                     |
| Early Years Capital                                 | 500                        | 379                            | 879            | 2                | (877)  | 0%                     |
| Libraries   | 0                          | 48                             | 48             | 14               | (34)   | 30%                    |
| Youth Capital                                       | 0                          | 3                              | 3              | 0                | (3)  | 0%                     |
| Schools Contingency                                 | 3,400                      | (1,221)                        | 2,179          | 0                | (2,179)                                      | 0%                     |
| <b>Total Children, Employment and Skills</b>        | <b>23,960</b>              | <b>(5,392)</b>                 | <b>18,568</b>  | <b>11,154</b>    | <b>(7,413)</b>                               | <b>60%</b>             |
| <b>ENVIRONMENT AND REGENERATION</b>                 |                            |                                |                |                  |  |                        |
| Planning and Development                            | 0                          | 598                            | 598            | 598              | 0  | 100%                   |
| Cemetaries  | 0                          | 450                            | 450            | 410              | (40)   | 91%                    |
| Combined Heat and Power                             | 120                        | 1,729                          | 1,849          | 2,107            | 258  | 114%                   |
| Energy Saving Council Buildings                     | 431                        | (396)                          | 35             | 0                | (35)   | 0%                     |
| Vehicles  | 2,000                      | 1,189                          | 3,189          | 411              | (2,778)                                      | 13%                    |
| Greenspace  | 2,000                      | (1,351)                        | 649            | 676              | 27   | 104%                   |
| Highways  | 1,650                      | 816                            | 2,466          | 2,465            | (0)  | 100%                   |
| Leisure   | 972                        | (219)                          | 753            | 764              | 11   | 101%                   |
| Recycling Improvements                              | 1,043                      | (885)                          | 158            | 0                | (158)  | 0%                     |
| Special Projects                                    | 100                        | 258                            | 358            | 217              | (141)  | 61%                    |
| Traffic and Engineering                             | 3,210                      | 1,053                          | 4,263          | 3,927            | (336)  | 92%                    |
| <b>Total Environment and Regeneration</b>           | <b>11,526</b>              | <b>3,241</b>                   | <b>14,767</b>  | <b>11,575</b>    | <b>(3,191)</b>                               | <b>78%</b>             |
| <b>HOUSING</b>                                      |                            |                                |                |                  |  |                        |
| Major Works and Improvements                        | 31,000                     | 0                              | 31,000         | 32,321           | 1,321  | 104%                   |
| New Build   | 85,702                     | (40,700)                       | 45,002         | 38,561           | (6,441)                                      | 86%                    |
| Temporary Accommodation                             | 0                          | 18,750                         | 18,750         | 18,219           | (531)  | 97%                    |
| <b>Total Housing</b>                                | <b>116,702</b>             | <b>(21,950)</b>                | <b>94,752</b>  | <b>89,101</b>    | <b>(5,651)</b>                               | <b>94%</b>             |
| <b>ADULT SOCIAL SERVICES</b>                        |                            |                                |                |                  |  |                        |
| Care Homes  | 0                          | 718                            | 718            | 718              | 0  | 100%                   |
| <b>Total Adult Social Services</b>                  | <b>0</b>                   | <b>718</b>                     | <b>718</b>     | <b>718</b>       | <b>0</b>                                     | <b>100%</b>            |
| <b>Total Housing and Adult Social Services</b>      | <b>116,702</b>             | <b>(21,232)</b>                | <b>95,470</b>  | <b>89,820</b>    | <b>(5,651)</b>                               | <b>94%</b>             |
| <b>RESOURCES</b>                                    |                            |                                |                |                  |  |                        |
| Commercial Property                                 | 0                          | 524                            | 524            | 524              | 0  | 100%                   |
| <b>Total Resources</b>                              | <b>0</b>                   | <b>524</b>                     | <b>524</b>     | <b>524</b>       | <b>0</b>                                     | <b>100%</b>            |
| <b>TOTAL CAPITAL PROGRAMME</b>                      | <b>152,188</b>             | <b>(22,859)</b>                | <b>129,329</b> | <b>113,074</b>   | <b>(16,255)</b>                              | <b>87%</b>             |

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**Report of: Executive Member for Health and Adult Social Care**

| <b>Meeting of:</b> | <b>Date:</b> | <b>Ward(s):</b> |
|--------------------|--------------|-----------------|
| Executive          | 21 May 2019  | All             |

|                              |  |            |
|------------------------------|--|------------|
| <b>Delete as appropriate</b> |  | Non-exempt |
|------------------------------|--|------------|

## **SUBJECT: Procurement Strategy – Older People Mental Health Residential Service**

### **1. Synopsis**

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of Older People Functional Mental Health Residential Service in accordance with Rule 2.7 of the Council's Procurement Rules.
- 1.2 The service will provide residential accommodation which focuses on rehabilitation and recovery, encouraging residents to live as independently as possible within the residential home with regular reviews to ensure residents' needs are being met. The service will enable people with long-term mental health needs to lead fulfilling lives in the community, maximising life opportunities and independence.

### **2. Recommendations**

- 2.1 To approve the procurement strategy for Older People Mental Health Residential Service as outlined in this report.
- 2.2 To delegate authority to award the contract to the Corporate Director of People Directorate in consultation with the Executive Member for Health and Social Care.

### **3. Background**

Islington's Joint Commissioning Strategy outlines the CCG's and council's focus on supporting residents to be healthy and well, to be connected, and be in control. As we work towards these priorities, we will seek to behave in a way which is person-centred, outcome-focused, and which delivers fair and effective use of public resources. We do this by ensuring that all of our

services enable step-up where more intensive support is needed, and supported to step-down to more independent living.

### 3.1 Nature of the service

The service is a CQC (Care Quality Commission) registered residential care home for older people who are experiencing long-term, severe mental illness, including depression, anxiety, psychosis and personality disorder. In addition to supporting residents with their mental health needs, the service also supports residents with their physical care needs relating to pre-existing conditions or as a result of increasing age and frailty, including dementia in some cases. Residents may also present with challenging behaviours and dual diagnosis issues, such as alcohol misuse.

The borough continues to require the provision of residential care services for people with long-term mental illness.

This service is currently provided at 148 Hornsey Lane, a 12 unit scheme, which is staffed 24 hours a day including waking night provision. Hornsey Lane achieved the overall CQC rating of 'Good' in its last inspection in March 2019.

The incumbent provider has successfully delivered consecutive contracts since 2007. Current discussions suggest that they will not retender for this service as it no longer fits with their strategic direction as a housing association.

148 Hornsey Lane is currently leased to the current provider by Camden and Islington Foundation Trust. The building currently meets the requirements of the service barring some minor cyclical repairs. However, in terms of future proofing the service, there are suggested reconfigurations to the building such as installing en-suite to the rooms which would improve the facilities for residents, and modernising plumbing and kitchen facilities.

Comprehensive support plans will be in place, which reflect residents' wishes and history, to ensure residents have the right support including the following areas:

- Daily life skills for independent living
- Engaging with social and/or recreational activities
- Maintaining health and wellbeing, including engaging with specialist health services
- Personal care services
- Medication management
- Nutrition

The Mental Health Commissioning Team will undertake engagement and co-production activity with current residents and stakeholders to develop the service specification, outcomes and the evaluation process.

### 3.2 Estimated Value

The service is currently funded from the Mental Health Commissioning Pooled Budget, to which both Islington Council and Islington CCG contribute. This will continue for the new contract. For 2017/18 and 2018/19, the annual spend on this service has been £523,347.

The value of this procurement is estimated to be £4,350,320 (this is exclusive of any inflationary uplifts in relations to LLW increases) based on a contract term of four (4) years

with two optional extensions of two (2) years each, up to a further four (4) (2+2) years (total eight (8) years), and an annual contract value of £543,790.

To ensure best value and sustainability for the service, benchmarking exercises have been completed with other local authorities and local brokerage function. Intelligence was also gathered from pan-London Care Analytics project. In addition, cost modelling has been completed with the outgoing provider. These exercises confirmed the contract value is comparable with similar services.

Key cost drivers for this contract stem from the vulnerability of the residents. The majority of the residents have lived at the scheme for many years and are unlikely move. Any disruption to their home environment is likely to have a negative impact of their wellbeing, given their mental health issues and age. As the current provider has stated their intention to not continue to provide the service, it is key that the contract is re-procured promptly to ensure stability of the residents.

### 3.3 Timetable

The following deadlines must be reached:

|   |                 |
|---|-----------------|
| Executive board                               | 21 May 2019     |
| Published tender                              | June 2019       |
| ITT Evaluation                                | Early July 2019 |
| Corporate Director approval of Contract award | July 2019       |
| Anticipated contract start                    | 1 December 2019 |

### 3.4 Options appraisal

The following procurement routes have been considered:

- Utilising an existing framework agreement
- A competitive tender using a two stage restricted procedure
- A competitive tender using the open procedure

We do not have any existing framework agreements for mental health residential care in the borough, and so this option has been discounted. There are also no known suitable frameworks from a central purchasing body that could be utilised.

The preferred procurement route is a competitive tender through the open procedure. This was deemed to be most appropriate as there is anticipated to be a smaller number of organisations within the market who could deliver this type of service. The value of the contract means there is a requirement to advertise this contract opportunity on the Official Journal of the European Union (OJEU). The contract will also be advertised on the London Tenders Portal, Contracts Finder, and the council's website.

### 3.5 Key Considerations

#### Social Value

Islington's mental health population experience greater health inequalities and poorer life expectancy outcomes than the general population. This continues to have significant financial impacts on the Housing, Health and Social Care budgets.

This service plays a vital role in supporting residents with complex mental health needs to live more independently in a community setting. Residents will be supported and empowered to manage their own health and wellbeing, enabling them to make healthy choices and limit social isolation through the social environment of the scheme and provision of social activities.

In addition to the local economic benefits of the service being provided in Islington, the service promotes the following social benefits:

- the service being part of the fabric of the local community, supporting and encouraging service users to make use of local health and social support services
- engagement with relevant third sector services
- supporting service users to sustain local links with family and friends
- work with the iWork Employment Service to offer employment and work experience opportunities through the scheme.

The following additional opportunities for social value have been identified and will be undertaken as part of this service:

- support and promote purchasing from the local supply chain where possible
- support and encourage the adoption of specific workplace health initiatives
- building relationships and partnerships with the local neighbourhood and enabling inclusion of vulnerable adults within their local community, through community-based activities
- reducing the environmental impact of the service, where possible, including monitoring energy and water usage, as well as maximising recycling and ensuring compliance with waste legislation.

London Living wage (LLW) will be a condition of this contract where permitted by law.

#### Best Value

The service will implement a robust performance monitoring framework so that value for money, quality, outcomes and cost effectiveness can be assessed. The monitoring framework will include activity levels, evidence of outcomes achieved, as measured against the desired service KPIs outcomes in the service specification and individual support plans. Monitoring expenditure against the service budget will also be required. Service user feedback and use of resources will be monitored by commissioners on a scheduled basis and as required. Regular contract monitoring reviews will take place and the provider will, quarterly, submit information on the service provided. This process allows for continuous improvement and service development.

#### Economic, Social and Environmental sustainability

The service will promote social inclusion and reduce social isolation, supporting people to lead healthier, fulfilling lives in the community, maximising life opportunities and independence. The service will support maintenance of wellbeing and prevent hospital admissions. An environmental impact assessment will be completed during the preparation stage.

TUPE will apply.



### 3.6 Evaluation

The tender will be conducted in one stage, known as the Open Procedure, as the tender is 'open' to all organisations who express an interest. The Open Procedure includes minimum requirements which organisations must meet before the rest of their tender is evaluated.

|   |             |
|---|-------------|
| Tender Award Criteria   |             |
| Cost – made up of   | <b>30%</b>  |
| Unit cost   | 15%         |
| Direct costs versus overheads                                       | 10%         |
| Affordability   | 5%          |
| Quality – made up of  | <b>70%</b>  |
| Proposed model of care  | 25%         |
| Proposed approach to quality management of performance and outcomes | 15%         |
| Proposed approach to resident engagement and activities             | 15%         |
| Proposed approach to safeguarding and risk management               | 10%         |
| Proposed approach to delivering social value                        | 5%          |
| Total   | <b>100%</b> |

### 3.7 Business Risks

- Tender Failure

There is a risk that the quality of tenders may not be suitable, or that costs may exceed the allocated budget. Alternatively, there is a risk that no providers will apply for this, to mitigate this, a prior information notice has been published to ensure the market are informed of the upcoming tender.

- Risks in the transition to the new service delivery model

As there will be a change in provider, the transition to the new provider will need to be carefully managed to ensure continuity of support and to manage any service user anxieties arising from a change in support provider. Consequently, the transition will be carried out in conjunction with service users, carers and family members (where appropriate). Contingency plans will be made to mitigate against the scheme being left without a service provider.

3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

3.9 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.8 of the Procurement Rules:

| Relevant information   | Information/section in report  |                 |             |                  |           |                |                 |                         |           |                            |                 |
|--|--|-----------------|-------------|------------------|-----------|----------------|-----------------|-------------------------|-----------|----------------------------|-----------------|
| 1 Nature of the service  | <p>The service is a CQC registered residential care home for older people (over the age of 50), who are experiencing long-term, severe mental illness, including depression, anxiety, psychosis and personality disorder.</p> <p>See paragraph 3.1</p>   |                 |             |                  |           |                |                 |                         |           |                            |                 |
| 2 Estimated value  | <p>The estimated value per year is £543,790</p> <p>The agreement is proposed to run for a period of 4 (4) years, with two optional extensions of two (2) years each up to a further 4 (2+2) years (total eight (8) years).</p> <p>See paragraph 3.2</p>  |                 |             |                  |           |                |                 |                         |           |                            |                 |
| 3 Timetable  | <table border="1" data-bbox="751 999 1519 1173"> <tr> <td>Executive board</td> <td>21 May 2019</td> </tr> <tr> <td>Published tender</td> <td>June 2019</td> </tr> <tr> <td>ITT Evaluation</td> <td>Early July 2019</td> </tr> <tr> <td>Contract award approval</td> <td>July 2019</td> </tr> <tr> <td>Anticipated contract start</td> <td>1 December 2019</td> </tr> </table> <p>See paragraph 3.3</p> | Executive board | 21 May 2019 | Published tender | June 2019 | ITT Evaluation | Early July 2019 | Contract award approval | July 2019 | Anticipated contract start | 1 December 2019 |
| Executive board  | 21 May 2019  |                 |             |                  |           |                |                 |                         |           |                            |                 |
| Published tender   | June 2019  |                 |             |                  |           |                |                 |                         |           |                            |                 |
| ITT Evaluation   | Early July 2019  |                 |             |                  |           |                |                 |                         |           |                            |                 |
| Contract award approval  | July 2019  |                 |             |                  |           |                |                 |                         |           |                            |                 |
| Anticipated contract start   | 1 December 2019  |                 |             |                  |           |                |                 |                         |           |                            |                 |
| 4 Options appraisal for tender procedure including consideration of collaboration opportunities  | <p>The preferred procurement route is a competitive tender through the open procedure.</p> <p>See paragraph 3.4</p>  |                 |             |                  |           |                |                 |                         |           |                            |                 |
| 5 Consideration of:<br>Social benefit clauses;<br>London Living Wage;<br>Best value;<br>TUPE, pensions and other staffing implications | <p>Details included within this report.</p> <p>See paragraph 3.5</p>   |                 |             |                  |           |                |                 |                         |           |                            |                 |
| 6 Award criteria   | <p>70:30 Quality/Cost split will be used to evaluate the tender submissions.</p> <p>See paragraph 3.6</p>  |                 |             |                  |           |                |                 |                         |           |                            |                 |
| 7 Any business risks associated with entering the contract   | <p>Potential risks identified within this report.</p> <p>See paragraph 3.7</p>   |                 |             |                  |           |                |                 |                         |           |                            |                 |

## **4. Implications**

### **4.1 Financial implications:**

The Older People Mental Health Residential Service is currently funded from the Mental Health Commissioning Pooled Budget, to which both Islington Council and Islington CCG contribute.

The budget available for Hornsey Lane for 2019/20 is £543,790 per annum, of which £20,443 relates to funding the increase in London Living Wage. Any additional inflationary uplift will be funded within the Adult Social Care budget year on year. Payment of London Living Wage is a requirement of the contract and should not result in any additional costs.

Any change to the contract value will result in a change in the contribution from the CCG as part of the S75 agreement.

The length of the contract is four years with two optional extensions of two years each, up to a further four years. This leads to a possible contract length of eight years.

Any TUPE cost implications that may arise from this procurement will have to be met by existing resources outlined above.

### **4.2 Legal Implications:**

The Council has a duty to meet needs for care and support, including by way of accommodation in a care home or premises of some other type (section 8(1)(a) of the Care Act 2014) if the Council is satisfied that an adult's needs arise from or are related to a physical or mental impairment or illness, meet the eligibility criteria including following financial assessment (per sections 13, 17 and 18 of the Care Act 2014 in conjunction with The Care and Support (Eligibility Criteria) Regulations 2015) and where that adult is ordinarily resident in its area (or present in its area but of no settled residence), or lacks mental capacity to arrange care and support and there is no other person willing or able to do so on their behalf (this duty applies regardless of other factors such as financial income).

Accordingly, the council may enter into contracts with provider(s) to secure the provision of older people mental health residential services for Islington residents (section 1 of the Local Government (Contracts) Act 1997). The Executive may provide Corporate Directors with responsibility to award contracts with a value over £2,000,000 (Procurement Rule 14.2).

The social care services being procured are subject to the light touch regime (Light Touch Services) set out in Regulations 74 to 77 of the Public Contracts Regulations 2015 (the Regulations). The threshold for application of this light touch regime is currently £615,278.00. The value of the proposed contract is above this threshold. The council's Procurement Rules for Light Touch Services require competitive tendering for contracts over the value of £500,000.

The proposed procurement strategy, to advertise a call for competition and procure the service using a competitive tender process, is in compliance with the principles underpinning the Regulations and the council's Procurement Rules.

On completion of the procurement process the contract may be awarded to the highest scoring tenderer subject to the tender providing value for money for the council

### **4.3 Environmental Implications**

The main environmental impacts of this procurement will be associated with the management of a building used for accommodation services. These include energy used for heating, cooking and appliances, water use in the bathroom and kitchen facilities and waste generation by residents.

These can be mitigated by the provider ensuring the following:

- the building is well-insulated and uses an efficient heating system
- appliances in the building have a good energy rating
- bathroom and kitchen fittings are water efficient
- maximising recycling and ensuring compliance with waste legislation

### **4.4 Resident Impact Assessment:**

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

A Resident Impact Assessment was completed June 2018 and the summary is included below.

#### Potential negative impact

There is a risk of breakdown in residents' mental health as a result in a change to the service due to the change in provider and potentially staff. We will work with residents and their families to ensure they are supported throughout the process and particularly leading up to and immediately following the transition to a new provider. A robust process and methodology will be in place for evaluating and assessing tender submissions, to ensure any new provider meets quality requirements. This includes sound experience and ability to deliver the required service and meet needs of the client group. Staff are likely transfer over to the new service to which will provide continuity of care.

#### Positive impacts/opportunities

The service will deliver person-centred care and support, promoting and enabling rehabilitation; encouraging residents to live as independently as possible within the residential home.

The service will support the social inclusion of residents and ensure that they make meaningful use of their time. The service will support people with severe and enduring mental illness, to be involved with, and feel part of, the wider community through (for example), attending community events, participating in local sports/fitness activities etc.

Overall the proposed service will have a positive effect on vulnerable adults in Islington.

## 5. Reason for recommendations

- 5.1 There is an ongoing need for mental health residential care services for older people in the borough. The service needs to be re-procured as the contract is in the extension period and the current provider has advised that they will not continue to deliver the service. There is a risk to the residents living at the scheme should the stability of the service be compromised due to their vulnerability. There is currently no alternative accommodation for the residents at this home.

### Appendices

- Resident Impact Assessment

Final report clearance:

### Signed by:



13 May 2019

Councillor Janet Burgess  
Executive Member for Health and Adult Social  
Care

Date

Report Author: Ruby Pearce, Mental Health Commissioning Manager  
Tel: 020 7527 8483  
Email: [Ruby.pearce@islington.gov.uk](mailto:Ruby.pearce@islington.gov.uk)

Financial Implications Author: Charlotte Brown  
Tel: 020 7527 2687  
Email: [charlotte.brown@islington.gov.uk](mailto:charlotte.brown@islington.gov.uk)

Legal Implications Author: Ramani Chelliah and Shadia Ousta Doerfel,  
Tel: 020 7527 3084  
Email: [ramani.chelliah@islington.gov.uk](mailto:ramani.chelliah@islington.gov.uk) [Shadia.OustaDoerfel@islington.gov.uk](mailto:Shadia.OustaDoerfel@islington.gov.uk)

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# Resident Impact Assessment

## Older People Mental Health Residential Service

### Service Area: Peoples Directorate

#### 1. What are the intended outcomes of this policy, function etc?

Re-procurement of residential service for older people experiencing long-term, severe mental illness.

This is a long running residential service. Many residents have called it home for a long time. The re-procurement does not seek to change the nature of the service however the current provider (who has run the service since 2007) has advised that they do not wish to carry on so the commissioning exercise will be subject to a transition a new provider.

#### 2. Resident Profile

Who is going to be impacted by this change i.e. residents/service users/tenants? Please complete data for your service users. If your data does not fit into the categories in this table, please copy and paste your own table in the space below. Please refer to **section 3.3** of the guidance for more information.

|                    |                       | Borough profile       | Service User profile |
|--------------------|-----------------------|-----------------------|----------------------|
|                    |                       | <b>Total: 206,285</b> | <b>Total: 12</b>     |
| Gender             | Female                | 51%                   | 50%                  |
|                    | Male                  | 49%                   | 50%                  |
| Age                | Under 16              | 32,825                | 0                    |
|                    | 16-24                 | 29,418                | 0                    |
|                    | 25-44                 | 87,177                | 0                    |
|                    | 45-64                 | 38,669                | 2                    |
|                    | 65+                   | 18,036                | 10                   |
| Disability         | Disabled              | 16%                   | 100%                 |
|                    | Non-disabled          | 84%                   |                      |
| Sexual orientation | LGBT                  | No data               | No data              |
|                    | Heterosexual/straight | No data               | No data              |
| Race               | BME                   | 52%                   | 42%                  |
|                    | White                 | 48%                   | 58%                  |
|                    | Christian             | 40%                   | No data              |

|                    |                     |      |         |
|--------------------|---------------------|------|---------|
| Religion or belief | Muslim              | 10%  | No data |
|                    | Other               | 4.5% | No data |
|                    | No religion         | 30%  | No data |
|                    | Religion not stated | 17%  | No data |

### 3. Equality impacts

The service is a specialist residential service for older people who are experiencing long-term, serious mental illness, including depression, anxiety, psychosis and personality disorder. In addition to supporting residents with their mental health needs, the service also supports residents with their physical care needs relating to pre-existing conditions or as a result of increasing age and frailty, including dementia in some cases. Residents may also present with challenging behaviours and dual diagnosis issues, such as alcohol misuse. Our aim is to commission services that are person-centred, outcome-focused, and which delivers fair and effective use of public resources.

Older people with a disability (mental health)

Potential negative impact:

There is a risk of deterioration in residents' mental health as a result in a change to the service due to the change in provider and potentially staff. We will work with residents and their families to ensure they are supported throughout the process and particularly leading up to and immediately following the transition to a new provider. A robust process and methodology will be in place for evaluating and assessing tender submissions, to ensure any new provider meets quality requirements. This includes sound experience and ability to deliver the required service and meet needs of the client group. Staff are likely transfer over to the new service to which will provide continuity of care.

Positive impacts/opportunities identified

The service will deliver person-centred care and support, promoting and enabling rehabilitation; encouraging residents to live as independently as possible within the residential home.

The service will support the social inclusion of residents and ensure that they make meaningful use of their time. The service will support people with serious mental illness, to be involved with, and feel part of, the wider community through (for example), attending community events, participating in local sports/fitness activities etc.

Overall the proposed service will have a positive effect on vulnerable adults in Islington.

### 4. Safeguarding and Human Rights impacts



## a) Safeguarding risks and Human Rights breaches

There are no anticipated safeguarding risks attributed to this contract. All providers are contracted to work within Islington's Safeguarding Procedures for Adults and Children's and are required to ensure that all Staff complete both internal and LBI safeguarding training every three years which is monitored as part of contract monitoring.

There are no anticipated Human Rights Breaches as a result of this contract as the proposal is not to change the current service offered to clients.

**If potential safeguarding and human rights risks are identified then please contact [equalities@islington.gov.uk](mailto:equalities@islington.gov.uk) to discuss further:**

## 5. Action

How will you respond to the impacts that you have identified in sections 3 and 4, or address any gaps in data or information?

For more information on identifying actions that will limit the negative impact of the policy for protected groups see the [guidance](#).

| Action  | Responsible person or team                 | Deadline      |
|---|--|---------------|
| Robust implementation plan in place to ensure the transition to a new provider is managed smoothly and that service users and their families are engaged with in a timely and appropriate way leading up to and throughout the process.   | Mental Health Commissioning Team/ Provider | November 2019 |
| We will ensure that the provider develops tailored individual plans with service users to support them through any changes. These will ensure appropriate interventions are put in place to support individuals before, during and after the transition period, should there be a change of provider. | Mental Health Commissioning Team/ Provider | December 2019 |

Please send the completed RIA to [equalites@islington.gov.uk](mailto:equalites@islington.gov.uk) and also make it publicly available online along with the relevant policy or service change.

**This Resident Impact Assessment has been completed in accordance with the guidance and using appropriate evidence.**

Head of Service or higher:

Staff member completing this form:



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