



AGENDA FOR THE EXECUTIVE

Members of the Executive are summoned to attend a meeting to be held via Zoom on **15 October 2020 at 7.00 pm.**

Link to the meeting: <https://weareislington.zoom.us/j/91355561684>

Enquiries to : Jonathan Moore
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Despatched : 7 October 2020

Membership

Councillor Richard Watts
Councillor Rowena Champion
Councillor Kaya Comer-Schwartz

Councillor Satnam Gill OBE
Councillor Sue Lukes
Councillor Una O'Halloran
Councillor Asima Shaikh
Councillor Nurullah Turan
Councillor Diarmaid Ward

Portfolio

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

Quorum is 4 Councillors



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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	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.	
I.	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.	
J.	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 26 November 2020

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London Borough of Islington

Executive - 10 September 2020

Minutes of the meeting of the Executive held via Zoom on 10 September 2020 at 7.00 pm.

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

Also Present: **Councillors:** Cutler and Russell

Councillor Richard Watts in the Chair

743 APOLOGIES FOR ABSENCE

None.

744 DECLARATIONS OF INTEREST

None.

745 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the previous meeting held on 16 July 2020 be agreed as a correct record and the Chair be authorised to sign them.

746 FINANCIAL POSITION AS AT 31 JULY 2020

RESOLVED:

- (i) 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;
- (ii) That it be noted that, after the application of COVID-19 government grant funding, there is a forecast net General Fund overspend of (+£23.033m) in 2020/21. (Section 3 and Table 1 of the report);
- (iii) That the council is facing total COVID-19 related budget pressures of approximately £64m and, after government grant received to date, a net

gap of approximately £45m (including HRA and potential council tax and business rates income losses) (Paragraphs 3.2-3.3 of the report) be noted;

- (iv) That the latest existing saving tracker, unchanged since month 3. (Paragraph 4.36, Table 2 and Appendix 3 of the report) be noted;
- (v) That departmental cash limits be adjusted with effect from 1 July 2020 to reflect the council-wide vacancy factor (Paragraph 4.38 and Table 3 of the report);
- (vi) That the forecast in-year HRA deficit of (+£3.990m). (Section 5 and Appendix 2 of the report) be noted;
- (vii) That it be noted that the latest 2020/21 to 2022/23 capital programme and that the COVID-19 crisis is expected to lead to significant slippage of the 2020/21 capital programme to future financial years. (Section 6, Table 4 and Appendix 4 of the report).

Reason for decision – in order to ensure the financial resilience of the council

Other options considered - none

Conflicts of interest/dispensations granted – none

747

ARRANGEMENTS FOR YOUTH WORK DELIVERED FROM LIFT, PLATFORM AND ROSE BOWL BETWEEN APRIL AND OCTOBER 2021

RESOLVED:

- (i) That the proposed continuation of arrangement with the current service provider of youth work services at Lift, Platform and Rose Bowl until 31 October 2021 be agreed;
- (ii) That the proposal for the council to undertake a process of engagement with young people, local ward members, children's services professionals and other stakeholders in order to agree and test different approaches to the youth work delivery in the borough be agreed.

Reason for decision – as detailed in the report, to ensure there is no break in youth work services and to allow sufficient time for stakeholder engagement about the youth offer.

Other options considered – none

Conflicts of interest/dispensations granted – none

748 **RECOMMENDATIONS OF THE CHILDREN'S SERVICES SCRUTINY COMMITTEE - EQUALITIES IN EDUCATIONAL OUTCOMES SCRUTINY REVIEW**

Councillor Cutler introduced the report and explained the Committee's recommendations. The Executive thanked the Children's Services Scrutiny Committee for their work.

RESOLVED:

- (i) That the report of the Children's Services Scrutiny Committee be received;
- (ii) That the Executive Member's response be reported to a future meeting of the Executive, including having due regard to any relevant implications of the Children's Services Scrutiny Committee's recommendations.

Reason for decision – to receive the report of the Children's Services Scrutiny Committee

Other options considered – none

Conflicts of interest/dispensations granted – none

749 **ADOPTION OF NEW BIODIVERSITY ACTION PLAN**

RESOLVED:

- (i) That the outcomes of the public consultation and resulting changes to the draft Biodiversity Action Plan 2020-2025, as outlined in the consultation report attached at Appendix 3 to the report, be noted;
- (ii) That the adoption of the final Biodiversity Action Plan 2020-2025, attached at appendix 2 to the report submitted, be agreed.

Reason for decision – to protect and enhance the green spaces and wildlife in Islington.

Other options considered – none

Conflicts of interest/dispensations granted – none

750

LEISURE MOBILISATION AND RECOVERY PLAN

RESOLVED:

- (i) That the Mobilisation Plan for re-opening the leisure centres, as summarised in Section 5 of the report, be noted;
- (ii) That the financial viability assessment of GLL as set out in Exempt Appendix 2 to the report be noted;
- (iii) That it be agreed to provide further financial support to GLL to facilitate GLL's continued provision of the Leisure service for the Council up to the end of March 2021 based on the financial projections set out in Exempt Appendix 1 to the report submitted. This would be a further deferral of rent for 2020/21 reflecting projected income and costs in the financial business plan reconciled through the open book process;
- (iv) That a formal quarterly performance review of GLL will be implemented to monitor progress against the financial projections;
- (v) That the Corporate Director of Environment & Regeneration in consultation with the Executive Member for Health and Social Care and Corporate Director of Resources be authorised to agree changes to the mobilisation plan;
- (vi) That it be noted that a contract deed of variation for the first period of support has been agreed and signed by the Council and GLL;
- (vii) That the Corporate Director of Environment & Regeneration in consultation with the Corporate Director of Resources and the acting Director of Law and Governance be authorised to negotiate and agree the terms of the financial support to be provided to GLL for the period up to 31st March 2021; and the acting Director of Law and Governance (or officer authorised by them) be authorised to enter into a further deed of variation to the contract to give effect thereto.

Reason for decision – as specified in the report, to balance the recovery of the Leisure contract through the phased approach to re-opening to ensure Covid secure guidelines can be followed and to enable the financial risks to be managed and minimised whilst enabling access to facilities.

Other options considered – a full options appraisal is set out in the exempt appendix to the report. Other options would have a range of adverse implications, including interruption to service provision.

Conflicts of interest/dispensations granted – none

751 **LEISURE MOBILISATION AND RECOVERY PLAN - EXEMPT APPENDICES**

Noted.

MEETING CLOSED AT 8.00 pm

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Report of: Acting Director of Law and Governance

Meeting of:	Date	Ward(s)
Executive	15 October 2020	n/a

SUBJECT: APPOINTMENTS TO BE MADE BY THE EXECUTIVE

1. Synopsis

- 1.1 This report seeks approval of the appointment of members to the following Executive committee, joint committees and external organisations:
- Voluntary and Community Sector Committee
 - Associated Joint Committee - London Councils' Grants Committee
- 1.2 This report also seeks approval of the appointment of members to act as representatives of the Council at shareholder meetings of the London Collective Investment Vehicle (London LGPS CIV Limited).

2. Recommendations

(a) To appoint Councillor Richard Watts (Chair), Councillor Una O'Halloran, Councillor Kaya Comer-Schwartz and Councillor Diarmaid Ward as members of the Voluntary and Community Sector Committee and Councillors Champion, Gill, Lukes, Shaikh and Turan as substitutes, for the municipal year 2020/2021, or until successors are appointed.

(b) To appoint Councillor Anjna Khurana, Councillor Michelline Safi Ngongo and Councillor Janet Burgess as observers of the Voluntary and Community Sector Committee, for the municipal year 2020/2021, or until successors are appointed.

(c) To appoint Councillor Richard Watts to the Associated Joint Committee – London Councils' Grants Committee and Councillors Gill, Comer-Schwartz, Shaikh, and O'Halloran as deputies, for the municipal year 2020/21, or until successors are appointed.

(d) To appoint Councillor Paul Convery as the Council's representative at shareholder meetings of the London Collective Investment Vehicle (London LGPS CIV Limited), for the municipal year 2020/21, or until a successor is appointed.

3. Background

3.1 VOLUNTARY AND COMMUNITY SECTOR COMMITTEE

The Voluntary and Community Sector Committee was established by the Executive in March 2011 to oversee the Council's engagement with the Islington community and voluntary sector and to ensure value for money and fairness in the allocation of council resources to the sector.

3.2 ASSOCIATED JOINT COMMITTEE - LONDON COUNCILS' GRANTS COMMITTEE

The Grants Committee of London Councils deals with the London Boroughs Grants Scheme for voluntary organisations under Section 48 of the Local Government Act 1985. Under the scheme, £8m a year is invested in voluntary organisations on behalf of all London councils. All of the grants seek to improve the lives of people who live, work in and visit London.

Membership

The Committee comprises 33 representative members, one from each of London's local councils. Under an agreement entered into by the London boroughs in respect of the Joint Committee, Islington Council is entitled to appoint an elected member representative and one or more deputies to the Joint Committee, who must all be members of the Executive.

3.3 THE LONDON COLLECTIVE INVESTMENT VEHICLE (LONDON LGPS CIV LIMITED)

The London Collective Investment Vehicle (London LGPS CIV Limited) has replaced the Pensions CIV Sectoral Joint Committee, which was established in December 2014 to act as a representative body for the London local authorities who are participating in the Local Government Pensions Scheme (LGPS) Collective Investment Vehicle in the form of an Authorised Contractual Scheme (an ACS Operator). Participation in the CIV enables the council to benefit from significant savings achieved through collective investment. The committee deals with specialist investment matters and it is recommended that the Chair of each borough's pension committee is appointed.

Oversight of the ACS Operator is an executive function. Accordingly, the Executive appoint the representative to attend the shareholder meetings of the London Collective Investment Vehicle (London LGPS CIV Limited).

MEMBERSHIP OF OTHER BODIES APPOINTED BY THE EXECUTIVE

3.4 JOINT COMMITTEE – LHC (LONDON HOUSING CONSORTIUM)

The LHC has existed since 1965 and was established as a Joint Committee in 2012 under section 105(1) of the Local Government Act 1972. The LHC is a self-financing organisation which provides specialist technical and procurement services for building programmes undertaken by its constituent local authorities and other public sector bodies.

Membership

Councillor Diarmaid Ward and Councillor Angela Picknell are serving as members of the LHC (London Housing Consortium) for a four-year term, until the next local government election in 2022, or until successors are appointed. The LHC is governed by a Board of Elected Members which comprises two voting Councillor representatives from the eleven local authority members, one of which will be an Executive Member.

4. Implications

4.1 Financial implications

The Voluntary and Community Sector Committee approves allocation of the Islington Community Fund and the Islington proportion of the London Councils' Grants Committee budget.

4.2 Legal Implications

These are contained in the body of the report.

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

There are no environmental implications arising directly from this report.

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.

The initial screening for a Resident Impact Assessment was completed and did not identify any negative equality impacts for any protected characteristic or any human rights or safeguarding risks.

A significant proportion of the grants made by the Grants Committee are to organisations meeting the needs and priorities of a wide range of Islington's residents and are aimed at improving fairness and equality in the Borough.

5. Conclusion and reasons for recommendations

5.1 The Executive is responsible for making these appointments to enable the Council's representatives to participate in meetings.

5.2 The Voluntary and Community Sector Committee is a Committee of the Executive and therefore the Executive has responsibility for appointing its membership.

Background papers: None.

Final report clearance:

Signed by:

A handwritten signature in black ink, appearing to read 'P Fehler', is positioned above the printed name.

6 October 2020

Acting Director of Law and Governance and
Monitoring Officer

Date

Report author: Jonathan Moore

Tel: 020 7527 3308

Email: Jonathan.Moore@islington.gov.uk

Legal Implications: Peter Fehler, Acting Director of Law and Governance and Monitoring Officer



Report of: Executive Member for Finance and Performance

Meeting of	Date	Ward(s)
Executive	15 October 2020	All

Delete as appropriate	Exempt	Non-exempt
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2020/21 BUDGET MONITORING – MONTH 5

1. SYNOPSIS

- 1.1 This report presents the forecast outturn position for the 2020/21 financial year as at the end of month 5 (31 August 2020). The in-year budget position remains very uncertain due to the COVID-19 crisis. Rather than a one-off event that the council's budget is recovering from, COVID-19 will continue to have a significant ongoing impact on the council's budget for the foreseeable future. This is highlighted by the re-instatement of restrictions around social gatherings and use of localised lockdowns across the country, and a second wave of the virus could lead to an increase in the currently forecast in-year overspend.
- 1.2 Overall, the council is currently estimating total COVID-19 related budget pressures of approximately £62m (comprising £18m additional costs and £44m income losses), including Housing Revenue Account (HRA) and potential council tax and business rates income losses that would impact future year budgets. This is a decrease of approximately £2.4m since the month 4 forecast, including a £1.9m decrease in adult social care pressures in the People directorate and a £0.5m decrease in forecast COVID-19 related pressures across the Resources directorate.
- 1.3 The council has received non-specific government grant funding of £18.5m as a contribution towards our extra costs as we deliver the local response to this crisis, which leaves a total funding gap of approximately £43m. Any residual shortfall not funded by central government would significantly weaken the council's balance sheet and reserves, which would then need to be replenished in future financial years.
- 1.4 The government has announced an income loss scheme whereby local authorities can claim back funding for 75% of net income losses from sales, fees and charges, where these losses are greater than 5% of the council's planned income receivable. To qualify, net income losses must be directly

linked to the delivery of local services, and commercial and rental income are excluded. The scheme will be in place for the 2020/21 financial year only, so the council will need to fully budget for any income losses expected to continue in future financial years. Any additional funding that the council could receive from this scheme is not yet reflected in the budget monitoring forecast. At the time of writing, the council's first claim under this scheme (covering April to July losses) was being finalised in line with the scheme guidance and will be reflected in the month 6 budget monitoring report.

- 1.5 Within the overall position outlined above, there is a forecast General Fund overspend of (+£37.515m), comprising COVID-19 related budget pressures of (+£43.195m) and other net forecast underspends of (-£5.680m). After the application of COVID-19 government grant funding of £17.277m (£18.542m non-specific government grant received to date less £1.265m applied in 2019/20), this leaves a forecast net General Fund overspend of (+£20.238m) in 2020/21. This is a net improvement of (-£2.795m) since the month 4 forecast, comprising (-£2.363m) decrease in COVID-19 related pressures and (-£0.432m) increase in other forecast net underspends.
- 1.6 The forecast in-year position for the ring-fenced HRA is a deficit of (+£3.990m, unchanged since month 4), which relates in full to COVID-19 pressures.
- 1.7 Further management actions and efficiencies are required in order to reduce the in-year overspend where possible. Departments are asked to continue to review their budgets to assess further scope to reduce COVID-19 pressures and/or deliver underspends in other areas.
- 1.8 The forecast position includes £13.1m potential council tax and business rates income losses (unchanged since month 4) that would impact future year budgets. This is an initial prudent assessment of the potential in-year losses and subject to change significantly as more reliable collection data emerges. The actual budgetary impact will depend on the wider economic outlook (including the end of the government's furlough scheme), the extent to which arrears can be recovered and any ongoing decrease in the tax base (e.g. increased council tax support caseload, empty business premises).
- 1.9 The COVID-19 crisis is expected to lead to significant slippage of the 2020/21 capital programme into future financial years due to the pause in construction activity during lockdown and ongoing social distancing measures. There is also a risk that COVID-19 pushes up the overall costs of some capital projects

2. RECOMMENDATIONS

- 2.1. To note the breakdown of the forecast General Fund outturn by individual variance at **Appendix 1** and by service area at **Appendix 2**.
- 2.2. To note that, rather than being a one-off event that the council's budget is recovering from, COVID-19 will continue to have a significant ongoing impact on the council's budget for the foreseeable future. (**Paragraph 3.2**)
- 2.3. To note that, after the application of COVID-19 government grant funding, there is a forecast net General Fund overspend of (+£20.206m) in 2020/21. (**Section 3** and **Table 1**)
- 2.4. To note that the council is facing total COVID-19 related budget pressures of approximately £62m and, after government grant received to date, a net gap of approximately £43m (including HRA and potential council tax and business rates income losses). (**Paragraphs 3.3-3.4**)
- 2.5. To note the latest savings tracker. (**Paragraph 4.39, Table 2** and **Appendix 3**)

- 2.6. To agree an allocation from the ongoing contingency budget in respect of the difference between the local government pay award (2.75%) and the original budget assumption (2.00%). (**Paragraph 4.46**)
- 2.7. To note the forecast in-year HRA deficit of (+£3.990m). (**Section 5** and **Appendix 2**)
- 2.8. To note the latest 2020/21 to 2022/23 capital programme and 2020/21 capital forecast and that the COVID-19 crisis is expected to lead to significant slippage of the 2020/21 capital programme to future financial years. (**Section 6, Table 3** and **Appendix 4**)
- 2.9. To agree that £0.400m be added to the current year (2020/21) capital programme for urgent required works to make the council's property at 48 Seven Sisters Road structurally safe and weather tight, and that the in-year revenue cost of capital related to this can be contained within the 2020/21 revenue budget. (**Paragraph 6.5**)

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**. The breakdown by directorate is still to be adjusted to reflect the transfer of areas to the newly created Community Wealth Building division under the Chief Executive's directorate.

Table 1 – 2020/21 General Fund and HRA Forecast Over/(Under)Spend

	CV-19 Related £m	Non CV-19 Related £m	Month 5 Total £m	Month 4 Total £m	Monthly Movement £m
<u>GENERAL FUND</u>					
Chief Executive's Directorate	0.000	0.058	0.058	(0.021)	0.079
Environment and Regeneration	19.742	(2.798)	16.944	17.602	(0.658)
Housing	1.189	0.000	1.189	1.109	0.080
People	14.778	(0.583)	14.195	16.061	(1.866)
Public Health	0.387	(1.326)	(0.939)	(1.004)	0.065
Resources Directorate	5.297	0.000	5.297	5.792	(0.495)
DIRECTORATE	41.393	(4.649)	36.744	39.539	(2.795)
Corporate Items	1.802	(1.031)	0.771	0.771	0.000
OVERALL (before CV-19 grant)	43.195	(5.680)	37.515	40.310	(2.795)
CV-19 grant			(17.277)	(17.277)	0.000
OVERALL (after CV-19 grant)			20.238	23.033	(2.795)
<u>HRA</u>					
In-year (Surplus)/Deficit	3.990	0.000	3.990	3.990	0.000

- 3.2. The in-year budget position remains very uncertain due to the COVID-19 crisis. Rather than being a one-off event that the council's budget is recovering from, COVID-19 will continue to have a significant ongoing impact on the council's budget for the foreseeable future. This is highlighted by the re-instatement of restrictions around social gatherings and use of localised lockdowns across the country, and a second wave of the virus could lead to an increase in the currently forecast in-year overspend. The end of the government's furlough scheme in October is likely to have a

significant impact on the level of unemployment with consequential, but currently unquantifiable, implications for the council's budget.

- 3.3. Overall, the council is currently estimating total COVID-19 related budget pressures of approximately £62m (comprising £18m additional costs and £44m income losses). This includes COVID-19 related budget pressures of £1.3m at the end of the previous financial year (2019/20), forecast General Fund pressures of £43.2m in 2020/21, £13.1m potential council tax and business rates income losses that would impact future year budgets and £4.0m HRA budget pressures. This is a decrease of approximately £2.4m since the month 4 forecast. The budget position remains very uncertain, as the situation is continually changing based on government guidance and emerging actual cost data.
- 3.4. The council has received non-specific government grant funding of £18.5m as a contribution towards our extra costs as we deliver the local response to this crisis, which leaves a total funding gap of approximately £43m. Any residual shortfall not funded by central government would significantly weaken the council's balance sheet and reserves, which would then need to be replenished in future financial years.
- 3.5. The government has announced an income loss scheme whereby local authorities can claim back funding for 75% of income losses from sales, fees and charges, where these losses are greater than 5% of the council's planned income receivable. To qualify, income losses must be directly linked to the delivery of local services, and commercial and rental income are excluded. The scheme will be in place for the 2020/21 financial year only, so the council will need to fully budget for any income losses expected to continue in future financial years. Any additional funding that the council could receive from this scheme is not yet reflected in the budget monitoring forecast. At the time of writing, the council's first claim under this scheme (covering April to July losses) was being finalised in line with the scheme guidance and will be reflected in the month 6 budget monitoring report.
- 3.6. Whilst non COVID-19 related net underspends totalling (-£5.680m) are being forecast, further management actions and efficiencies are required in order to reduce the in-year overspend where possible.
- 3.7. Beyond 2020/21, there is currently an estimated net budget gap of approximately £60m over the 3-year financial planning cycle to 2023/24. The medium-term financial outlook for local government is the most uncertain it has ever been and there is unlikely to be any degree of certainty for some time. The economic ramifications of the COVID-19 pandemic are going to take some years to play out, with an inevitable impact on public sector spending settlements going forward. The estimated budget gap will be kept under review and is subject to change significantly as further information emerges on key budget variables, including the following:
 - The extent to which the council's reserves are depleted by 2020/21 COVID-19 related budget pressures and therefore need to be replenished in future financial years;
 - Ongoing COVID-19 expenditure pressures (e.g. PPE costs) and impact on demographic growth;
 - Recovery of sales, fees and charges income streams (e.g. leisure, parking, registrars) and council tax/business rates income base;
 - Delivery of existing agreed savings; and
 - The 2020 Comprehensive Spending Review (CSR) and future local government finance settlements, including the overall quantum of local government funding, additional social care

funding and/or precept and funding distribution reforms such as the reset of business rates retention growth and the fair funding review.

4. GENERAL FUND

Chief Executive's Directorate (+£0.058m, an increase of +£0.079 since month 4)

- 4.1. The Chief Executives directorate revenue is forecasting an assumed overspend of (+£0.058m), as detailed in Appendix 1 and summarised by division in Appendix 2.
- 4.2. Within the Chief Executive's office there is a net overspend on salaries (+£0.004m) and running costs (+£0.014m).
- 4.3. Within the Communications service area there is a net overspend on salaries and agency (+£0.101m), offset by an underspend on running expenses (-£0.028m).
- 4.4. There are underspends within Print Services on printing, hardware, software costs (-£0.038m) and additional income (-£0.009m), offset by an overspend on salaries (+£0.014m).

Environment and Regeneration (+£16.944, a decrease of -£0.658m since month 4)

- 4.5. The Environment and Regeneration directorate is currently forecasting a net overspend of (+£16.944m), comprised of (+£19.742m) COVID-19 related budget pressures and a (-£2.798m) non COVID-19 related net underspend. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 4.6. The department relies heavily on fees and charges income to subsidise its services and the COVID-19 crisis has severely impacted on revenue generating activities across all service areas.
 - Parking related income – there has been a substantial decrease in projected income across Pay & Display, Penalty Charge Notices and Permit & Vouchers. It is estimated that the full year impact will see a decline in income across these areas of around £10.892m (a decrease of -£0.410m since month 4).
 - Leisure related income – the council receives income from operating the leisure centres and from activities and events within our parks and open spaces. The current best estimate of the full year impact of this income loss is £4.805m (unchanged since month 4).
 - Other areas such as Commercial Waste, Licensing, Energy Services, Highways, Street Markets, Local Land Charges and Pest Control services are also experiencing reduced levels of service and it is estimated that the income loss across these areas will be £3.154m (an increase of +£0.085m since month 4).
- 4.7. The directorate is also incurring additional costs in terms of agency cover for COVID-19 related sickness/self-isolation, overtime and additional contract costs to cover additional enforcement of social distancing and Personal Protective Equipment. It is estimated that these additional costs will amount to £0.841m (an increase of +£0.275m since month 4) over the course of the financial year.
- 4.8. The directorate has also provided a grant to the Angel Business Improvement District (BID) of £0.050m (unchanged since month 4) to support operational spend due to COVID-19 related budget shortfalls.
- 4.9. The main reason for the non COVID-19 related net underspend is additional projected income (-£2.958m, a movement of +£0.410m since month 4) from the acceleration of the Low Traffic Neighbourhood and People Friendly Streets programmes to aid social distancing measures on the

streets. The remainder of the movement in the non COVID-19 related underspend since month 4 is due to projected net staffing underspends and additional income from the Housing Street Properties Fire Safety Inspections by Building Control.

Housing General Fund (+£1.189m, an increase of +£0.080m since month 4)

- 4.10. The Housing directorate is currently forecasting a (+£1.189m) General Fund overspend, fully attributable to the COVID-19 crisis. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**. The Housing directorate includes Voluntary and Community Services (VCS) and the council's statutory, yet unfunded by central government, duty to provide a safety net to vulnerable migrants with No Recourse to Public Funds (NRPF) – including European Economic Area Nationals, under social services legislation (including the Care Act 2014 and Children's Act 1989).
- 4.11. COVID-19 is causing budget pressures across homelessness and NRPF services. This is showing through rising client numbers, increased provider costs, additional legal challenges, extra landlord incentive payments, higher rent arrears and lost income sources. The impact of this is likely to continue for many months. The homelessness service in particular has had to alter its service provision following a number of central government instructions.
- 4.12. COVID-19 will also place pressures on key VCS partner organisations in the borough, including a loss of fundraising/earning potential, higher demand, and delays in applications from partner groups. To meet these pressures, the service estimates that it will need to draw down £0.081m of VCS contingency funding in earmarked reserves in the current financial year.
- 4.13. Underlying the above COVID-19 pressures are the continued effects of the Homelessness Reduction Act 2017. This Act is increasing the number of new homeless cases for the council and resulting in increased legal challenges.
- 4.14. Islington Lettings remains a cost pressure with long and short-term issues resulting in a high level (over 50%) of 'write offs' of uncollected rent. New management and investigations into long standing issues are expected to result in an improved financial position. These non COVID-19 budget pressures are offset by underspends elsewhere in the directorate.
- 4.15. In addition, the directorate has a £1.666m balance from prior years in earmarked reserves relating to prior year homelessness grants. The Executive agreed previously for this balance, net of any existing commitments, to be allocated against the in-year forecast overspend on homelessness services, where permissible within the terms of the original grants.

People (+14.195m, a decrease of -£1.866m since month 4)

- 4.16. The People directorate (comprising Children's, Employment and Skills and Adult Social Services) is currently forecasting a (+£14.195m) overspend.

Children's, Employment and Skills - General Fund (+£7.226m, unchanged since month 4), Schools (Break-even, unchanged)

- 4.17. Children's, Employment and Skills is currently forecasting a net overspend of (+£7.226m), comprised of (+£7.809m) COVID-19 related budget pressures and risks and a (-£0.583m) non COVID-19 related net underspend. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 4.18. The COVID-19 related budget pressures in the department include:
- (+£2.778m) forecast loss of parental fee income in Children's Centres;

- (+£0.150m) legal costs in relation to an increase in emergency child protection orders;
 - (+£0.125m) cost of providing IT hardware to enable home learning for children without access to IT hardware at home;
 - (+£0.241m) increase in allowances for carers in recognition of the increased costs of caring for young people while they are at home and the provision of financial support to care leavers through the summer;
 - (+£0.130m) forecast increase in demand for crisis payments as more disabled children have remained at home due to COVID-19;
 - (+£1.052m) forecast loss of income in relation to Cardfields, the Laycock Centre, the Arts Service and the Education Library Service. We are now unlikely to see much recovery in income at Cardfields and the Laycock Centre this year due to the nature of the provision;
 - (+£0.414m) forecast loss in curriculum income in relation to school trips that subsidises the cost of providing SEN transport in the borough; and
 - (+£0.205m) other COVID-19 cost pressures;
- 4.19. The forecast position includes an additional (+£2.714m) of COVID-19 budget risks in relation to the cost of packages for looked after children, staffing pressures in children's social care, the continued provision of universal youth services and potential further losses in income for traded services. This forecast is unchanged since month 4.
- 4.20. The forecast non COVID-19 related net underspend of (-£0.583m) mainly relates to: the secure remand budget, as the council expects the recent experience of low numbers of young people being remanded to custody by the courts to continue; and the council's Universal Free School Meals programme due to the number of children being educated at home. The council continues to provide free school meals/food vouchers to those pupils who are eligible for statutory free school meals and those attending school. The forecast underspend is net of a £0.070m cost pressure in relation to the Post-16 bursary and a £0.060m cost pressure in relation to Holloway Pool. The former has been funded from a balance of one-off funding from previous years but presents an ongoing cost pressure to the Council. The latter relates to costs the Council historically has liability for but does not have a budget. This forecast is unchanged from month 4.
- 4.21. A break-even position is currently forecast on the ring-fenced Dedicated Schools Grant (DSG), pending more detailed review as part of budget monitoring in future months.
- 4.22. The Children's, Employment and Skills forecast is net of assumed (-£1.901m) funding from earmarked reserves for non COVID-19 related one-off costs (relating to funding transferred to reserves at the end of 2019/20).

Adult Social Services (+£6.969m, a decrease of -£1.866m since month 4)

- 4.23. Adult Social Services is currently forecasting an (+£6.969m) overspend, fully attributable to the COVID-19 crisis. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 4.24. The department is forecasting net COVID-19 related budget pressures of (+£2.044m, a decrease of -£0.837m since month 4) in relation to supporting the adult social care market and additional demand (including the risk of increased demand due to the COVID-19 Hospital Discharge Service). Other COVID-19 related estimated budget pressures totalling (+£4.925m, a decrease of -£1.029m since month 4) relate to:

- PPE costs (+£3.711m)
 - Workforce pressures (+£0.420m)
 - Loss of client contributions (+£0.794m)
- 4.25. Adult Social Services continues to be impacted by wider demographic pressures, including increased demand for services and need of acute care. This is funded through a corporate demographic budget growth allocation.

Public Health (-£0.939m, a movement of +£0.065m since month 4)

- 4.26. Public Health is funded via a ring-fenced grant of £26.563m for 2020/21. The directorate is currently forecasting a net underspend of (-£0.939m), comprised of (+£0.387m) COVID-19 related budget pressures and (-£1.326m) underspends. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**. The net underspend will be allocated to wider Public Health expenditure being incurred across the council.
- 4.27. The main COVID-19 budget pressures are in the Sexual Health division (increased online access to STI testing and treatment and online contraception) and in the Substance Misuse division (methadone dispensing and delivery and the management of the COVID-19 situation in partnership with pharmacies, controlled medicine risk management strategy and community drug treatment services).
- 4.28. The underspends in the directorate are in the main owing to additional procurement savings in the Substance Misuse division (-£0.211m), delay in re-commissioning an oral health contract due to the inability to safely deliver this service under the current COVID-19 circumstances (-£0.138m), and changes to the tariffs and efficient procurement within the Sexual Health division (-£0.321m). The work with NHS providers on the NHS pay awards following the Public Health grant uplift has been completed resulting in an additional underspend of (-£0.656m). The position of the PrEP service rollout is currently unknown but could act to increase the Public Health underspend in the coming months.
- 4.29. In addition to the in-year forecast underspend, the directorate has a £2.123m balance from prior years in the ring-fenced Public Health reserve. The Executive agreed previously for this balance, net of any existing commitments, to be allocated to wider Public Health expenditure being incurred by the council in this current public health crisis.

Resources (+£5.297m, a decrease of -£0.495m since month 4)

- 4.30. The Resources directorate is currently forecasting a net overspend of (+£5.297m), comprised of (+£5.297m) COVID-19 related budget pressures and a non COVID-19 related net break-even position. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 4.31. The most significant COVID-19 budget pressure in the directorate is an estimated (+£1.596m, a decrease of -£0.149m since month 4) loss of income from Assembly Hall events and registrars services (e.g. weddings) relating to cancellation of previously booked events and a lack of new bookings. In addition, there are estimated potential costs of (+£0.161k, unchanged since month 4) related to the re-opening of the Assembly Hall, including cleaning costs.
- 4.32. The directorate is also forecasting cost pressures of: (+£0.291m, a decrease of -£0.033m since month 4) on overtime/salary related expenditure to provide extra support and assistance provided to vulnerable and self-isolating people and communities at large; and (+£0.595m, a decrease of -

£0.125m since month 4, less -£0.325m specific government grant funding) on crisis payments to local residents to support people who are struggling to buy the basics.

- 4.33. The council's planned commercial property income is also expected to be (+£0.453m, unchanged since month 4) less than expected. This is due to rent waives and deferral arrangements to support local business, and the uncertain rental market causing delay to properties being let. There could also be an impact on the council's commercial property income beyond the current financial year.
- 4.34. Further COVID-19 related income losses are estimated in relation to court costs (+£0.500m, unchanged since month 4) and legal income from planning and property matters (+£0.075m, unchanged since month 4).
- 4.35. Additional costs of (+£1.951m, a decrease of -£0.205m since month 4) are estimated in relation to IT infrastructure projects due to increased home working and additional support and maintenance costs. This is net of assumed transformation funding from earmarked reserves for non COVID-19 related IT project costs totalling (-£2.450m).
- 4.36. The Resources month 5 forecast is also net of assumed funding from earmarked reserves for a legal case management system (-£0.180m) and potential backdated VAT pressure (-£0.523m).

Corporate (+£0.771m, unchanged since month 4)

- 4.37. The latest corporate items forecast is a (+£0.771m) overspend, of which (+£1.802m) is COVID-19 related, with key variances set out in **Appendix 1** and summarised by area of the corporate budget in **Appendix 2**.
- 4.38. The (+£1.802m) COVID-19 related pressures include (+£0.378m) estimated additional costs of running the 'We are Islington' support service that are not reflected in directorate forecasts and (+£1.384m) estimated pressure in relation to mortality management costs allocated across London councils.
- 4.39. The forecast corporate budget variance includes re-phasing of 2020/21 savings (+£4.955m) and undeliverable 2020/21 savings (+£0.968m) following review at the end of the previous financial year. The movement since the savings agreed in the 2020/21 budget report is summarised in **Table 2** and the latest existing saving tracker is detailed at **Appendix 3**.

Table 2 – Reconciliation of 2020/21 to 2022/23 Savings

	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Savings agreed in 2020/21 Budget Report	9.663	11.234	2.695	23.592
Savings brought forward from prior years	4.993			4.993
Re-phased savings	(4.955)	2.305	2.650	0.000
Undeliverable savings	(0.968)	(1.133)	(1.277)	(3.378)
Revised Existing Agreed Savings	8.733	12.406	4.068	25.207

- 4.40. Of the revised 2020/21 savings of £8.733m, £4.002m (46%) are currently rated Amber and the remaining £4.731m (54%) are rated Green or already achieved.
- 4.41. There are forecast corporate underspends in the following areas:
- (-£2.385m) relating to an agreed vacancy factor management action across the council with effect from 1 July 2020 (9 months part-year effect), excluding services where vacancies have to be covered for safeguarding or service performance reasons. Due to a degree of risk around the delivery of this management action, only 75% (£2.385m) of the estimated £3.180m saving

is currently factored into the forecast net budget position. However, budgets will be adjusted for the full amount and directorates are required to operate within their revised cash limited budgets.

- (-£1.000m) one-off underspend on the corporate financing budget, in part due to COVID-19 related slippage in the capital programme;
- (-£0.500m) underspend on assumed contract inflation (ongoing); and
- (-£3.028m) one-off underspend on demographic growth budget provision in 2019/20 (fully committed in future years) due to additional government funding for social care provided late in the 2019/20 budget setting process.

4.42. Proposed current year commitments against earmarked reserves (e.g. transformation project spend and other one-off commitments) are currently being reviewed and will be brought to a future Executive meeting where approval is required.

4.43. The council is currently forecasting potential council tax losses (+£5.7m) and business rates losses (+£7.4m) in 2020/21, (+£13.1m, unchanged since month 4) in total, that would impact future year budgets. It should be emphasised that this is an initial prudent assessment of the potential in-year losses and subject to change significantly as more reliable collection data emerges. The actual budgetary impact will depend on the wider economic outlook (including the end of the government's furlough scheme), the extent to which arrears can be recovered and any ongoing decrease in the tax base (e.g. increased council tax support caseload, empty business premises).

4.44. Any deficits from council tax and business rates arising in 2020/21 would normally be transferred from the collection fund in the following year (2021/22). However, the government has recently proposed that these deficits will now be spread equally over 3 years (2021/22 to 2023/24). The full terms of the arrangements are still not entirely clear (MHCLG is working with CIPFA, and there will be secondary legislation later in the year). This three-year phasing will help in the short term (other things being equal) and will be factored into budget setting assumptions for 2021/22. However, there is likely to be a continued adverse impact on council tax and business rates income over the medium term.

4.45. This position assumes that the 2020/21 corporate contingency budget of £5.455 is required in full for in-year contingency pressures.

4.46. The local government pay award for 2020/21 has recently been agreed at 2.75% compared to the original budget assumption of 2.00%. This equates to a difference in cash terms of approximately £1.3m and it is recommended that this is funded from the corporate contingency budget.

5. HOUSING REVENUE ACCOUNT (HRA)

5.1. A COVID-19 related in-year deficit of (+£3.990m) is currently forecast for the HRA, unchanged since month 4 and summarised in **Appendix 2**. As the HRA is a ring-fenced account, any overspend at the end of the financial year would be funded from HRA reserves.

5.1. The most significant unforeseen adverse financial impact to the HRA, in the current year, is the effect of increasing levels of rent/service charge arrears, which have increased by approximately +£2.000m since the start of the financial year. It is currently assumed that this rate of increase in arrears will decrease due to receipts of universal credit payments and those whose arrears are escalating (beyond eight weeks) can be moved to direct payments.

- 5.2. The potential level of arrears at the end of the financial year and the extent to which the council will be able to recover arrears is very difficult to predict and will depend on the wider economic outlook and particularly tenants' security of employment (e.g. end of the government's furlough scheme). The service is actively engaging with tenants in order to both secure the recovery of arrears and prevent the further escalation of arrears.
- 5.3. Additional HRA COVID-19 related cost pressures are forecast in the following areas:
- PPE (+£0.390m) – primarily for caretaking/concierge & repairs staff;
 - Use of voids for Temporary Accommodation (+£0.225m) – refurbishment costs and furnishings/white goods; and
 - Catch up of housing repairs backlog (+£0.350m)
- 5.4. The following non COVID-19 related HRA budget variances are also forecast:
- (-£0.500m) additional rental income due compared to the original budget assumption; offset by
 - (+£0.500m) ongoing repairs (voids) pressure due to both the level of refurbishment required and the increased frequency of re-letting 1 bed HRA properties assigned for use by temporary accommodation clients.

6. CAPITAL PROGRAMME

- 6.1. The latest capital programme, which totals £499m over the 3 years 2020/21 to 2022/23 and includes outturn slippage from 2019/20, is detailed at **Appendix 4**. As at the end of month 5, £29.954m (15.9%) of expenditure had been incurred against the 2020/21 capital budget of £187.953m.
- 6.2. It is expected that the delivery of the capital programme will be significantly delayed by the COVID-19 pause in construction activity during lockdown and ongoing social distancing measures. Initial 2020/21 capital forecasts, pending more detailed review ahead of the month 6 forecast, are summarised by directorate in **Table 3** below and by scheme at **Appendix 4**.

Table 3 – 2020/21 Capital Programme

Directorate	2020/21 Budget £m	Month 5 Spend to Date £m	2020/21 Forecast Outturn £m	Assumed Slippage £m
Environment and Regeneration	25.389	3.663	23.521	1.868
Housing	150.846	25.400	106.485	44.361
People	8.926	0.803	7.226	1.700
Resources	2.792	0.088	2.234	0.558
Total	187.953	29.954	139.466	48.487

- 6.3. With regards to the Environment and Regeneration programme, Transport for London (TfL) has suspended Local Implementation Plan (LIP) funding for 2020/21. Pending any further announcement, the £1.7m previously assumed grant funding has been removed from the 2020/21 capital programme. However, related capital bids have been submitted for sunk costs (TfL, £0.208m), London Streetscape Plan funding (TfL - LSP, £2.105m), Emergency Active Travel funding (£0.100m), and High Streets Safely Fund (MHCLG, £0.216m). The first two bids form part of a competitive bidding process, therefore funding is not guaranteed.

- 6.4. There is also a risk that COVID-19 pushes up the overall costs of some capital projects such as the Bunhill Energy Centre Phase 2 scheme, where a £0.188m increase to overall project costs has been reflected in the forecast.
- 6.5. Urgent required works to make the council's property at 48 Seven Sisters Road structurally safe and weather tight has been identified. It is recommended that £0.400m be added to the current year (2020/21) capital programme for these urgent works, £0.082m of which will be funded from previously allocated Community Infrastructure Levy (CIL) funding. The in-year revenue cost of capital related to this can be contained within the 2020/21 revenue budget and any ongoing revenue implications will be factored into revenue budget setting in future years.

7. IMPLICATIONS

Financial Implications

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

Legal Implications

- 7.2. 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 (Section 28 Local Government Act 2003; the council's Financial Regulations 3.7 to 3.10 (Revenue Monitoring and Control)).
- 7.3. The Executive may agree an increase in the capital programme of up to £1m and alterations of up to £1m to departmental allocations. Full council approval is required where the increase or alteration exceeds £1m (Financial Regulations 4.19, 4.22 and 4.24).

Environmental Implications

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

Resident Impact Assessment

- 7.5. 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.
- 7.6. A resident impact assessment (RIA) was carried out for the 2020/21 Budget Report agreed 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 – General Fund Revenue Monitoring by Key Variance
- Appendix 2 – Revenue Monitoring by Service Area
- Appendix 3 – Existing Savings Tracker
- Appendix 4 – Capital Programme 2020/21 to 2022/23

Background papers: None

Final report clearance:

Signed by:



5 October 2020

Executive Member for Finance and Performance

Date

Report Author: Martin Houston, Strategic Financial Advisor

Legal Implications Author: Peter Fehler, Acting Director of Law and Governance

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Appendix 1: 2020/21 General Fund Key Variances - Month 5

Division	Type of Variance	Description	Over/(Under) Spend Month 5 £m
CHIEF EXECUTIVE'S DIRECTORATE			
Chief Executives Office	Non COVID-19 Cost Pressure	Overspends on running costs including postage and legal fees	0.014
Chief Executives Office	Non COVID-19 Cost Pressure	Net overspend on salaries	0.004
Communications	Non COVID-19 Cost Pressure	Net overspend on salaries and agency costs	0.115
Communications	Underspend	Net underspend on running expenses	(0.028)
Communications	Underspend	Net underspend within Print Services on printing, hardware, software expenses	(0.038)
Communications	Underspend	Additional income forecast within Print Services	(0.009)
Total Chief Executive's			0.058
<i>Of which CV-19 pressures</i>			<i>0.000</i>
ENVIRONMENT AND REGENERATION (E&R)			
Planning & Development	COVID-19 Additional Cost	Angel Business Improvement District (BID) grant	0.050
Public Protection	COVID-19 Additional Cost	Additional costs as a result of overtime and allowances	0.047
Public Protection	COVID-19 Additional Cost	Personal Protective Equipment (PPE)	0.028
Public Protection	COVID-19 Additional Cost	Parkguard - Covid-19 duties	0.100
Public Protection	COVID-19 Additional Cost	Additional Mortuary Costs	0.010
Public Realm	COVID-19 Additional Cost	Personal Protective Equipment (PPE)	0.043
Public Realm	COVID-19 Additional Cost	Additional costs as a result of overtime and allowances within the Greenspace & Leisure service	0.062
Public Realm	COVID-19 Additional Cost	Additional Covid spend in Fleet & Depots	0.018
Public Realm	COVID-19 Additional Cost	Additional costs relating to front-line service delivery with increased agency cover required for sickness/self-isolation at over 20%. Also additional park guard costs for enforcing social distancing (£0.018m per month) and overtime in BECC.	0.533
Public Protection	COVID-19 Loss of Income	Licensing and enforcement activity - tables and chairs FPNs etc.	0.448
Public Protection	COVID-19 Loss of Income	Land Charges	0.170
Public Protection	COVID-19 Loss of Income	Pest Control	0.020
Public Protection	COVID-19 Loss of Income	Fines and CPNs within the HMO Licensing service area	0.064
Public Protection	COVID-19 Loss of Income	Market rents waived	0.279
Public Realm	COVID-19 Loss of Income	Loss of management fee rental income from GLL plus additional support to fund deficit position on open book accounting basis	4.268
Public Realm	COVID-19 Loss of Income	Parks related income - sports income, park concessions and event income	0.537
Public Realm	COVID-19 Loss of Income	Parking related income around PCNs, P&D, Permits & Vouchers and Suspensions	10.892
Public Realm	COVID-19 Loss of Income	Commercial waste income	1.875
Public Realm	COVID-19 Loss of Income	Loss of Angel BID and textiles income	0.083
Public Realm	COVID-19 Loss of Income	Loss of income within Traffic & Engineering from Tfl	0.209
Public Realm	COVID-19 Loss of Income	Loss of Energy Services Income	0.006
Planning & Development	Non COVID-19 Cost Pressure	Net overspend within Development Control on employee costs mainly as a result of agency costs and the vacancy factor	0.436
Planning & Development	Non COVID-19 Cost Pressure	Additional costs on licences, advertising, printing costs and other supplies & services.	0.086
Planning & Development	Underspend	Net additional income mainly as a result of Housing Street Properties Fire Safety Inspections by Building Control and shortfall on DRP income.	(0.480)
Public Protection	Underspend	Net overspend on employee costs as a result of vacancies netted off by the vacancy factor	(0.005)
Public Protection	Non COVID-19 Cost Pressure	Net overspend on running costs and legal costs within the division	0.035
Public Protection	Underspend	Net additional income mainly as a result of income from trading standards monetary penalties and licensing income.	(0.069)
Public Realm	Underspend	Net underspend on employee costs within Greenspace & Leisure (including vacancy factor)	(0.054)
Public Realm	Non COVID-19 Cost Pressure	Net overspend on running costs throughout Greenspace & Leisure as a result of the commissioning of the Garden Classroom to run the Urban Forest School program, consultants fees offset by an underspend on purchases	0.009
Public Realm	Underspend	Net underspend in income mainly as a result of additional tree works income	(0.076)
Public Realm	Non COVID-19 Cost Pressure	Additional costs mainly due to the vacancy factor in Fleet & depots	0.041
Public Realm	Underspend	Net underspend on employee costs within Highways (including vacancy factor)	(0.467)
Public Realm	Non COVID-19 Cost Pressure	Net overspend on running costs within Highways & Energy Services	0.127
Public Realm	Non COVID-19 Income Pressu	Historic shortfall in income within Highways & Energy Services	0.106
Public Realm	Non COVID-19 Cost Pressure	Net overspend on salaries and vacancy factor within Parking	0.331
Public Realm	Non COVID-19 Cost Pressure	Overspend on NSL/PCN registration and other running costs within Parking	0.182
Public Realm	Non COVID-19 Cost Pressure	Management action required to reduce spend following Zero Based Budgeting exercise to include true cost of out of hours working	0.713
Public Realm	Non COVID-19 Cost Pressure	Net overspend on employee costs as a result of agency costs and the vacancy factor within Street Environmental Services offset by slight underspend in running costs	0.335
Public Realm	Underspend	Additional income within Street Environmental Services	(0.400)
Public Realm	Underspend	Net employee underspend and running cost underspend within Traffic & Engineering	(0.690)
Public Realm	Underspend	Acceleration of Low Traffic Neighbourhood and School Streets programmes	(2.958)
Total E&R			16.944
<i>Of which CV-19 pressures</i>			<i>19.742</i>
HOUSING			
Housing Needs	Non COVID-19 Cost Pressure	Legal Costs	0.359
Housing Needs	Non COVID-19 Cost Pressure	Islington Lettings	0.376
Housing Needs	Non COVID-19 Cost Pressure	Bad Debt	0.041
Housing Needs	Non COVID-19 Cost Pressure	SHPS (Single Persons Homelessness Prevention Scheme)	0.367
Housing Needs	Underspend	Temporary Accommodation: Nightly Booked/PSL	(0.604)
Housing Needs	Underspend	Specialist Support Team	(0.206)
Housing Needs	Underspend	Staffing/Other	(0.042)
NRPF	Underspend	NRPF Services (Statutory and Commercial)	(0.291)
Housing Needs	COVID-19 Additional Cost	Homelessness services	0.351
Housing Needs	COVID-19 Additional Cost	Rough sleeping - accommodating and supporting those brought into alternative accommodation	0.217
Housing Needs	COVID-19 Additional Cost	Housing - other excluding HRA	0.643
Housing Needs	COVID-19 Loss of Income	Other income losses	0.260
NRPF	COVID-19 Loss of Income	Other SFC income losses	0.050
Housing Needs	COVID-19 External Funding	Additional CV-19 Grant Income	(0.332)
Total Housing			1.189
<i>Of which CV-19 pressures</i>			<i>1.189</i>
CHILDREN, EMPLOYMENT AND SKILLS (CES)			
Youth and Communities	Underspend	Uncommitted growth funding in relation to Violence Against Woman and Girls (VAWG). This has programme has been commissioned for the year and does not require the full allocation of funding.	(0.050)

Appendix 1: 2020/21 General Fund Key Variances - Month 5

Division	Type of Variance	Description	Over/(Under) Spend Month 5 £m
Youth and Communities	Underspend	Forecast underspend against the remand budget on the assumption that the reduced numbers on remand continues from last year. However, this is a demand led budget, and a small increase in activity can have a large impact on the budget.	(0.200)
Youth and Communities	Non COVID-19 Cost Pressure	Ongoing repairs and maintenance pressure in relation to youth and play provision across the borough	0.100
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Legal costs from increased care proceedings (pre-COVID 19)	0.169
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Increase in non-staffing costs in relation to supporting CLA	0.070
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Staffing pressure in the Children in Need provider service due to increased costs of funding staff provided through health	0.040
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Forecast overspend against the placements budget	0.570
Safeguarding and Family Support	Underspend	Application of placements contingency budget	(0.500)
Learning and Schools	Non COVID-19 Income Pressure	Reduction in purchase of annual service packages from schools (pre COVID-19)	0.042
Learning and Schools	Underspend	Potential underspend against the Universal Free School Meal budget as a result of pupils being at home	(0.781)
Learning and Schools	Underspend	Paused implementation of growth for Bright Start outreach workers	(0.120)
Learning and Schools	Underspend	Forecast underspend against the Holiday Hunger budget	(0.053)
Learning and Schools	Non COVID-19 Cost Pressure	Base budget shortfall for the Post-16 bursary, which has been funded from a balance of one-off funding in prior years	0.070
Learning and Schools	Non COVID-19 Cost Pressure	Based budget shortfall for Holloway Pool funded from underspends in prior years	0.060
Learning and Schools	Non COVID-19 Cost Pressure	Legal costs in relation to SEND appeals	0.020
Employment, Skills and Culture	Underspend	Early delivery of saving from flexible retirements	(0.020)
Youth and Communities	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	0.450
Safeguarding and Family Support	COVID-19 Additional Cost	Legal costs in relation to an increase in emergency applications for child protection orders	0.150
Safeguarding and Family Support	COVID-19 Additional Cost	Agency staff recruited to provide additional support to the Emergency Duty Service	0.008
Safeguarding and Family Support	COVID-19 Additional Cost	Additional independent reviewing officer for 6 months	0.050
Safeguarding and Family Support	COVID-19 Additional Cost	Increase in allowance for carers by £20 per week until 31 August due to increased costs of catering for young people while they are at home	0.148
Safeguarding and Family Support	COVID-19 Additional Cost	Additional financial support is being provided to care leavers through the summer. There is the potential to meet £0.054m of this cost through S106 funding.	0.093
Safeguarding and Family Support	COVID-19 Additional Cost	Nursing costs in relation to children discharged from hospital during COVID-19 lockdown	0.027
Safeguarding and Family Support	COVID-19 Additional Cost	Increase in demand for crisis payments as more disabled children are remaining at home due to COVID-19 and potential additional care support to clients. This is a high level estimate at this stage	0.130
Safeguarding and Family Support	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	0.593
Learning and Schools	COVID-19 Additional Cost	Provision of home learning packs for children and young people at home who do not have access to IT	0.018
Learning and Schools	COVID-19 Loss of Income	Estimated loss of parental income in Children's Centres due to a significant reduction in children accessing provision	2.778
Learning and Schools	COVID-19 Additional Cost	Estimated cost of the provision of food vouchers to children who are eligible for the early years Pupil Premium	0.026
Learning and Schools	COVID-19 Additional Cost	Personal Protective Equipment (PPE) for Children's Centres	0.007
Learning and Schools	COVID-19 Loss of Income	Loss of curriculum income in the SEN transport service	0.414
Learning and Schools	COVID-19 Additional Cost	Additional support to Mother Tongue Supplementary Schools over the summer	0.030
Learning and Schools	COVID-19 Loss of Income	Loss of income in relation to school absences	0.018
Learning and Schools	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	1.238
Learning and Schools	COVID-19 Loss of Income Risk	Additional COVID-19 income risks in the division	0.433
Partnerships and Service Support	COVID-19 Loss of Income	Estimated loss of income at Cardfields and the Laycock Centre	0.797
Partnerships and Service Support	COVID-19 Additional Cost	Purchase of 400 laptops/Chromebooks for home learning for children without access to IT kit at home and for Children in Need to enable them to stay in contact with social workers	0.125
Employment, Skills and Culture	COVID-19 Loss of Income	Estimated loss of income in the Arts Service	0.084
Employment, Skills and Culture	COVID-19 Loss of Income	Estimated loss of income in Libraries, including the Education Library Service	0.171
Employment, Skills and Culture	COVID-19 Additional Cost	Provision of reading support to children who are at home	0.006
Employment, Skills and Culture	COVID-19 Additional Cost	Estimated cost of 50 Chromebooks for vulnerable adults	0.015
Total CES			7.226
<i>Of which CV-19 pressures</i>			<i>7.809</i>
ADULT SOCIAL SERVICES			
Integrated Community Services / Learning Disabilities	COVID-19 Additional Cost	Adult Social Care – additional demand	0.765
Integrated Community Services	COVID-19 Additional Cost	COVID-19 Hospital Discharge Service Placements	8.300
Integrated Community Services	COVID-19 External Funding	COVID-19 Hospital Discharge Service Placements Costs: Assumed income from NHS to the end of August 2020	(2.846)
Integrated Community Services	Underspend	Memory Cognition, Physical Support Placements and Mental Health	(4.379)
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care – supporting the market	1.021
Integrated Community Services	COVID-19 External Funding	Infection Control Grant	(0.845)
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care – workforce pressures	0.420
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care - Personal Protective Equipment (PPE)	3.711
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care - other	0.028
Integrated Community Services	COVID-19 Loss of Income	Reduction in service user contributions to packages of care	0.794
Integrated Community Services	Underspend	Impact of Covid-19 on In-House Day Services	(0.053)
Integrated Community Services	Non COVID-19 Cost Pressure	Operational Staffing	0.156
Integrated Community Services	Non COVID-19 Cost Pressure	Reablement Staffing	0.050
Integrated Community Services	Underspend	Safeguarding Vacancies	(0.079)
Strategy & Commissioning	Underspend	Carers Pool	(0.128)
Strategy & Commissioning	Non COVID-19 Cost Pressure	Integrated Community Equipment Service Pooled Budget	0.054
Total Adult Social Services			6.969
<i>Of which CV-19 pressures</i>			<i>6.969</i>
Total People			14.195
<i>Of which CV-19 pressures</i>			<i>14.778</i>
PUBLIC HEALTH			
Other Public Health	Underspend	Delay in oral health contract re-procurement as the service cannot safely be delivered in CV-19 circumstances. Of this, £0.034m relates to the recurrent Public Health grant uplift efficiency for 2020/21.	(0.138)
Other Public Health	Underspend	Efficiencies in the Public Health grant uplift	(0.656)

Appendix 1: 2020/21 General Fund Key Variances - Month 5

Division	Type of Variance	Description	Over/(Under) Spend Month 5 £m
Substance Misuse	Underspend	Procurement efficiencies delivered additional savings. Of this, £0.078m relates to the recurrent Public Health grant uplift efficiency for 2020/21.	(0.211)
Sexual Health	Underspend	Procurement efficiencies and a change in tariffs delivered additional savings. Of this, £0.232m relates to the recurrent Public Health grant uplift efficiency for 2020/21. In M5, cost pressure of £65k has been added due to an increase in demand for SH E-service.	(0.321)
Public Health	COVID-19 Additional Cost	Mainly due to an increase in online access to STI testing and treatment and online contraception	0.387
Total Public Health			(0.939)
<i>Of which CV-19 pressures</i>			<i>0.387</i>
RESOURCES DIRECTORATE			
Financial Operations	COVID-19 Loss of Income	Loss of income from Assembly Hall events and registrars services (e.g. weddings) relating to cancellation of previously booked events and lack of new bookings	1.596
Financial Operations	COVID-19 Additional Cost	Potential Assembly Hall re-opening costs: Air Handling System/Power Upgrade/technological/IT modification	0.161
Financial Operations	COVID-19 Additional Cost	Additional overtime/salary related expenditure incurred due to extra support and assistance provided to vulnerable and self-isolating people and communities at large	0.291
Financial Operations	COVID-19 Additional Cost	Crisis payments are being made to local residents to support people who are struggling to buy the basics (net of specific government grant funding)	0.270
Financial Management and Property	COVID-19 Loss of Income	Commercial property income losses due to rent waivers and deferral arrangements to support local business, and the uncertain rental market causing delay to properties being let	0.453
Digital Services	COVID-19 Additional Cost Risk	Upgrading of IT infrastructure due to increased home working and additional support and maintenance costs. This is net of assumed funding from earmarked reserves for non COVID-19 related IT project costs.	1.951
Financial Operations	COVID-19 Loss of Income	Loss of court costs income due to court activities being closed and no hearings taking place	0.500
Law and Governance	COVID-19 Loss of Income	Loss of legal income from planning and property services	0.075
Total Resources			5.297
<i>Of which CV-19 pressures</i>			<i>5.297</i>
Directorates Total			36.744
<i>Of which CV-19 pressures</i>			<i>41.393</i>
CORPORATE			
We are Islington	COVID-19 Additional Cost	Estimated additional costs of running the 'We are Islington' support service that not reflected in directorate forecasts	0.378
London Mortality Management	COVID-19 Additional Cost	Estimated pressure in relation to mortality management costs allocated across London councils	1.384
Re-profiled savings (COVID-19 related)	COVID-19 Additional Cost	Further re-profiling of the 3-year savings plan to reflect the impact of COVID-19	0.040
Re-profiled savings (non COVID-19 related)	Non COVID-19 Cost Pressure	Re-profiling of the 3-year saving plan to reflect revised milestones pre COVID-19	4.915
Undeliverable savings	Non COVID-19 Cost Pressure	Historical savings target that is no longer considered deliverable	0.967
Corporate Financing Account	Underspend	One-off underspend on the corporate financing budget, in part due to COVID-19 related slippage in the capital programme. This is pending more detailed review of the capital programme on an individual scheme basis.	(1.000)
Contract inflation	Underspend	Underspend on assumed contract inflation (ongoing)	(0.500)
Demographic growth	Underspend	One-off underspend on demographic growth budget provision in 2019/20 (fully committed in future years) due to additional Government funding for social care provided late in the 2019/20 budget setting process	(3.028)
Vacancy factor	Underspend	Agreed vacancy factor management action across the council with effect from 1 July 2020 (9 months part-year effect), excluding services where vacancies have to be covered for safeguarding or service performance reasons	(2.385)
Total Corporate Items			0.771
<i>Of which CV-19 pressures</i>			<i>1.802</i>
OVERALL TOTAL (before COVID-19 grant)			37.515
<i>Of which CV-19 pressures</i>			<i>43.195</i>
COVID-19 Grant (net of amount applied in 2019/20)			(17.277)
OVERALL TOTAL (after COVID-19 grant)			20.238

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Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 5

GENERAL FUND						Forecast	Month to
	Expenditure Budget	Income Budget	Net Budget	Forecast Outturn	Over/(Under) Spend Month 5	Over/(Under) Spend Previous Month	Month Change
	£m	£m	£m	£m	£m	£m	£m
CHIEF EXECUTIVE'S DIRECTORATE							
Chief Executive's Office	0.421	(0.342)	0.080	0.097	0.017	0.000	0.017
Communications and Change	2.065	(1.016)	1.050	1.091	0.041	(0.021)	0.062
Less assumed funding from earmarked reserves					0.000	0.000	0.000
Total Chief Executive's	2.487	(1.357)	1.130	1.188	0.058	(0.021)	0.079
<i>Of which CV-19 pressures</i>					0.000	0.000	0.000
ENVIRONMENT AND REGENERATION (E&R)							
Directorate	1.373	(1.848)	(0.475)	(0.475)	0.000	0.000	0.000
Planning and Development	6.055	(4.386)	1.669	1.761	0.092	0.190	(0.098)
Public Protection	13.653	(8.941)	4.712	5.839	1.127	1.140	(0.013)
Public Realm	87.455	(76.120)	11.335	27.060	15.725	16.271	(0.546)
Less assumed funding from earmarked reserves					0.000	0.000	0.000
Total E&R	108.536	(91.295)	17.241	34.185	16.944	17.602	(0.658)
<i>Of which CV-19 pressures</i>					19.742	19.792	(0.050)
HOUSING							
Temporary Accommodation (Homelessness Direct)	12.329	(9.248)	3.081	3.488	0.407	0.363	0.044
Housing Needs (Homelessness Indirect)	4.142	(2.417)	1.725	2.317	0.592	0.480	0.112
Housing Strategy and Development	0.073	0.000	0.073	0.067	(0.006)	(0.006)	0.000
Housing Administration	1.137	(0.217)	0.920	0.918	(0.002)	(0.002)	0.000
No Recourse to Public Funds	1.446	(0.260)	1.186	1.384	0.198	0.275	(0.077)
Voluntary and Community Services (VCS)	3.732	(0.925)	2.807	2.888	0.081	0.081	0.000
Less assumed funding from earmarked reserves				(0.081)	(0.081)	(0.081)	0.000
Total Housing	22.859	(13.067)	9.792	10.981	1.189	1.109	0.080
<i>Of which CV-19 pressures</i>					1.189	1.109	0.080
CHILDREN, EMPLOYMENT AND SKILLS (CES)							
Youth and Communities	7.135	(1.259)	5.726	6.150	0.424	0.424	0.000
Safeguarding and Family Support	50.189	(7.296)	42.902	45.723	2.821	2.821	0.000
Learning and Schools (non DSG element)	194.291	(168.164)	26.894	31.189	4.295	4.295	0.000
Partnership and Service Support	4.028	(0.583)	2.719	3.641	0.922	0.922	0.000
Strategy and Planning	1.275	(1.229)	0.102	0.102	0.000	0.000	0.000
Employment, Skills and Culture	7.865	(2.204)	5.661	6.119	0.458	0.458	0.000
Health Commissioning	1.415	(0.367)	1.048	1.255	0.207	0.207	0.000
Less assumed funding from earmarked reserves				(1.901)	(1.901)	(1.901)	0.000
Total CES	266.198	(181.102)	85.052	92.278	7.226	7.226	0.000
<i>Of which CV-19 pressures</i>					7.809	7.809	0.000
ADULT SOCIAL SERVICES							
Adult Social Care	4.243	(21.656)	(17.413)	(17.413)	0.000	2.961	(2.961)
Integrated Community Services	53.341	(21.403)	31.938	38.981	7.043	5.810	1.233
Learning Disabilities	39.178	(8.200)	30.978	30.978	0.000	0.064	(0.064)
Strategy and Commissioning	41.750	(21.430)	20.320	20.246	(0.074)	0.000	(0.074)
Total Adult Social Services	138.512	(72.689)	65.823	72.792	6.969	8.835	(1.866)
<i>Of which CV-19 pressures</i>					6.969	8.835	(1.866)
Total People	404.710	(253.791)	150.875	165.070	14.195	16.061	(1.866)
<i>Of which CV-19 pressures</i>					14.778	16.644	(1.866)
PUBLIC HEALTH							
Children 0-5 Public Health	3.689	0.000	3.689	3.689	0.000	0.000	0.000
Children and Young People	1.794	(0.160)	1.634	1.634	0.000	0.000	0.000
NHS Health Checks	0.295	0.000	0.295	0.295	0.000	0.000	0.000
Obesity and Physical Activity	0.779	(0.236)	0.543	0.543	0.000	0.000	0.000
Other Public Health	8.983	(29.030)	(20.047)	(20.725)	(0.678)	(0.678)	0.000
Sexual Health	7.040	(0.775)	6.265	6.265	0.000	(0.065)	0.065
Smoking and Tobacco	0.455	0.000	0.455	0.472	0.017	0.017	0.000
Substance Misuse	7.166	0.000	7.166	6.888	(0.278)	(0.278)	0.000
Total Public Health	30.201	(30.201)	0.000	(0.939)	(0.939)	(1.004)	0.065
<i>Of which CV-19 pressures</i>					0.387	0.387	0.000
RESOURCES							
Directorate	0.544	0.000	0.544	0.856	0.312	0.624	(0.312)
Digital Services and Transformation	18.473	(5.013)	13.460	17.866	4.406	4.406	0.000
Financial Management and Property	7.674	(7.393)	0.281	0.638	0.357	0.551	(0.194)
Financial Operations	238.181	(218.876)	19.305	22.317	3.012	2.274	0.738
Health and Safety	1.098	(0.380)	0.718	0.718	0.000	0.015	(0.015)
Internal Audit	0.702	0.000	0.702	0.574	(0.128)	(0.128)	0.000
Law and Governance	7.648	(3.558)	4.090	4.456	0.366	0.362	0.004
Human Resources	3.211	(1.685)	1.526	1.520	(0.006)	(0.004)	(0.002)
Strategy and Change	0.867	(0.119)	0.748	0.884	0.136	0.122	0.014
Less assumed funding from earmarked reserves (Digital Project)				(3.158)	(3.158)	(2.430)	(0.728)
Total Resources	278.398	(237.024)	41.374	46.671	5.297	5.792	(0.495)
<i>Of which CV-19 pressures</i>					5.297	5.824	(0.527)
Directorates Total (excluding CV-19)	847.191	(626.735)	220.412	257.156	36.744	39.539	(2.795)
<i>Of which CV-19 pressures</i>					41.393	43.756	(2.363)

Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 5

	Expenditure Budget	Income Budget	Net Budget	Forecast Outturn	Over/(Under) Spend Month 5	Forecast Over/(Under) Spend Previous Month	Month to Month Change
	£m	£m	£m	£m	£m	£m	£m
CORPORATE							
Council Tax	0.018	(99.201)	(99.183)	(99.183)	0.000	0.000	0.000
Retained Business Rates	0.000	(104.642)	(104.642)	(104.642)	0.000	0.000	0.000
Revenue Support Grant	0.000	(24.459)	(24.459)	(24.459)	0.000	0.000	0.000
New Homes Bonus	0.000	(5.269)	(5.269)	(5.269)	0.000	0.000	0.000
Other Specific Grant	0.000	(0.570)	(0.570)	(0.570)	0.000	0.000	0.000
Corporate Financing Account	7.987	(9.897)	(1.910)	(2.910)	(1.000)	(1.000)	0.000
Levies	20.072	0.000	20.072	20.072	0.000	0.000	0.000
Pensions	13.465	(4.117)	9.348	9.348	0.000	0.000	0.000
Other Corporate Items	(3.235)	0.000	(3.235)	(1.464)	1.771	1.771	0.000
Transfer to/(from) Reserves	9.941	0.000	9.941	9.941	0.000	0.000	0.000
Transformation Projects	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Appropriations and Technical Accounting Entries	0.000	(25.960)	(25.960)	(25.960)	0.000	0.000	0.000
Contingency	5.455	0.000	5.455	5.455	0.000	0.000	0.000
Total Corporate Items	53.703	(274.115)	(220.412)	(219.641)	0.771	0.771	0.000
<i>Of which CV-19 pressures</i>					<i>1.802</i>	<i>1.802</i>	<i>0.000</i>
OVERALL TOTAL (before COVID-19 grant)	900.894	(900.850)	(0.000)	37.515	37.515	40.310	(2.795)
<i>Of which CV-19 pressures</i>					<i>43.195</i>	<i>45.558</i>	<i>(2.363)</i>
COVID-19 Grant (net of amount applied in 2019/20)	0.000	0.000	0.000	(17.277)	(17.277)	(17.277)	0.000
OVERALL TOTAL (after COVID-19 grant)	900.894	(900.850)	(0.000)	20.238	20.238	23.033	(2.795)

Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 5

HOUSING REVENUE ACCOUNT(HRA)					
Service Area	Current Budget	Forecast Outturn	Over/(Under) Spend Month 5	Forecast Over/(Under) Spend Previous Month	Month to Month Change
	£m	£m	£m	£m	£m
Dwelling Rents	(156.846)	(157.346)	(0.500)	(0.500)	0.000
Tenant Service Charges	(18.421)	(18.421)	0.000	0.000	0.000
Non Dwelling Rents	(1.600)	(1.600)	0.000	0.000	0.000
Heating Charges	(2.578)	(2.578)	0.000	0.000	0.000
Leaseholder Charges	(15.173)	(14.898)	0.275	0.275	0.000
Parking Income	(2.350)	(2.350)	0.000	0.000	0.000
PFI Credits	(22.855)	(22.855)	0.000	0.000	0.000
Interest Receivable	(0.750)	(0.750)	0.000	0.000	0.000
Contribution from the General Fund	(0.816)	(0.816)	0.000	0.000	0.000
Other Income	(1.500)	(1.500)	0.000	0.000	0.000
Income	(222.889)	(223.114)	(0.225)	(0.225)	0.000
Repairs and Maintenance	34.060	35.330	1.270	1.270	0.000
General Management	52.314	52.364	0.050	0.050	0.000
PFI Payments	44.233	44.233	0.000	0.000	0.000
Special Services	25.345	25.740	0.395	0.395	0.000
Rents, Rates, Taxes & Other Changes	0.990	0.990	0.000	0.000	0.000
Capital Financing Costs	17.926	17.926	0.000	0.000	0.000
Depreciation (mandatory transfer to Major Repairs	36.009	36.009	0.000	0.000	0.000
Additional transfer to Major Repairs Reserve	0.000	0.000	0.000	0.000	0.000
Bad Debt Provisions	1.250	3.750	2.500	2.500	0.000
Contingency	2.320	2.320	0.000	0.000	0.000
Transfer to HRA Reserves	8.442	8.442	0.000	0.000	0.000
Expenditure	222.889	227.104	4.215	4.215	0.000
(Surplus)/Deficit	0.000	3.990	3.990	3.990	0.000

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Appendix 3: Existing Savings Tracker - Month 5

Ref	Directorate	Description	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
ASC01	People - Adult Social Services	Conduct annual reviews of Adult Social Care packages in line with relevant legislation, applying a strengths-based approach to create better outcomes for residents in the care system	0.660	0.680			1.340
ASC03	People - Adult Social Services	Package of savings through recommissioning of services	0.600	0.550	0.350		1.500
ASC02	People - Adult Social Services	Targeted work in Adult Social Care around single point of contact and improved information to reduce demand	0.500	0.812	0.688		2.000
ASC01A	People - Adult Social Services	Improve processes around Direct Payments and financial contributions to reduce surpluses and maximise income	0.250				0.250
ASCb	People - Adult Social Services	Independent living for people with disabilities - including transformation of in-house services		0.730	1.150		1.880
ASCa	People - Adult Social Services	Independent living for older people - including transformaton of in-house services		0.180	0.040		0.220
CES01	People - CES	Demand management for children's social care and new commissioning strategy for children looked after including asylum seekers	1.447	1.447			2.894
CES03	People - CES	Review of the Early Help 0 to 19 service	0.100	0.328			0.428
9j	People - CES	Increase use of pre-payment cards for Direct Payments	0.050	0.050			0.100
11	People - CES	Rental income from letting surplus space at Central Library		0.055			0.055
CES10	People - CES	Maintain the availability and scope of play and youth provision by reducing its costs through new commissioning arrangements and more efficient back-office support		0.035			0.035
9f	People - CES	Staff savings through flexible retirements		0.020			0.020
PH1	Public Health	Change the way we deliver public health behaviour-change programmes, including health checks and exercise on referral, through our universal services and other more cost-effective methods	0.208	0.180			0.388
18	Public Health	Public Health workforce - efficiencies	0.016	0.179			0.195
W&A02	Environment and Regeneration	Income generation from package of zero carbon policies including lorry ban & parking charges (including diesel surcharge), and efficiencies from shift to e-parking solution	1.175	0.875			2.050
W&A16	Environment and Regeneration	Efficiencies in SES following investment in new technology	0.150	0.467			0.617
16	Environment and Regeneration	Income generation from roll out of School Streets phase 2	0.250	0.375	0.375		1.000
12c	Environment and Regeneration	Depot rationalisation	0.120				0.120
W&A13	Environment and Regeneration	SES - Integration of Services with Housing	0.115	0.225			0.340
W&A09	Environment and Regeneration	A more efficient operation at the Waste and Recycling Centre, using technology to automate access to the facility	0.055	0.145			0.200
W&A11b	Environment and Regeneration	SES - Annual charge for waste containers		0.237			0.237
12d	Environment and Regeneration	Improved use of technology and resource to focus more capacity on income generation		0.050			0.050
W&A06	Environment and Regeneration	Reduce the brightness of LED street lighting in suitable areas to reduce energy costs and carbon emissions and to remove illuminated street furniture (bollards etc.) and replace with non-illuminated reflective furniture following a change in the highways regulations	0.176				0.176
12b	Environment and Regeneration	Integrate Greenspace and Street Environmental Services cleansing	0.090				0.090
W&A03	Environment and Regeneration	Highways inspections	0.094				0.094
DAHGF01 & 3	Housing	Improve the quality and reduce the cost of temporary accommodation through purchasing homes to be owned by the council and used by it for temporary accommodation		0.375			0.375
4	Housing	Offer more permanent housing to families in temporary accommodation		0.175			0.175
RES03/3B	Cross-cutting	Corporate review of contracting and procurement arrangements, including category management	0.362	0.900			1.262
20201	Cross-cutting	Redesigning our customer service offer, including additional channel shift	0.300	0.300			0.600

Appendix 3: Existing Savings Tracker - Month 5

Ref	Directorate	Description	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
20203	Cross-cutting	Consolidating and streamlining business administration functions	0.250	0.500			0.750
ASCO2A	Cross-cutting	Implementation of the new "Localities" model in partnership with the voluntary and community sector, health organisations and our other local partners to align preventative services and reduce long-term demand		0.375	1.125		1.500
CE01	Chief Executive's	Additional commercial income for print services	0.075	0.075			0.150
22a	Resources	Reduce number of national graduate trainees	0.070	0.070			0.140
20202	Resources	Centralise stationery and control	0.050				0.050
RES02	Resources	Savings resulting from a new property strategy, increasing income, more co-locating with partners and reducing the council's office footprint		1.658	0.340		1.998
RES24-26	Resources	Legal - Efficiencies from case management system		0.185			0.185
22b	Resources	Review of HR structure due to increased automation		0.157			0.157
22f	Resources	Reduction in facilities costs as Vorley Road is vacated		0.016			0.016
		Total Open Savings	7.163	12.406	4.068	0.000	23.637
		Closed/Achieved Savings	1.570	0.000	0.000	0.000	1.570
		Total Savings (including Closed/Achieved)	8.733	12.406	4.068	0.000	25.207
		RAG Rating Summary	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
		Red	0.000	2.075	1.465	0.000	3.540
		Amber	4.002	6.547	2.253	0.000	12.802
		Green	3.161	3.784	0.350	0.000	7.295
		Closed/Achieved	1.570	0.000	0.000	0.000	1.570
		Total	8.733	12.406	4.068	0.000	25.207

Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 5

Directorate/Scheme	2020/21							2021/22	2022/23	2020/21 to 2022/23
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Expenditure to Date	2020/21 Budget Spent to Date	Budget	Budget	Budget
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
ENVIRONMENT AND REGENERATION										
Cemeteries	0.000	0.016	0.016	0.016	0.000	(0.021)	(131.3%)	0.000	0.000	0.016
Bunhill Energy Centre Phase 2	1.026	1.990	3.016	3.016	0.000	0.580	19.2%	0.000	0.000	3.016
Greenspace	0.000	1.236	1.236	0.716	(0.520)	0.206	16.7%	0.000	0.000	1.236
Highways	1.400	0.784	2.184	2.184	0.000	0.148	6.8%	1.400	1.400	4.984
Leisure	0.288	0.092	0.380	0.380	0.000	0.001	0.3%	0.375	0.375	1.130
Section 106/CIL Funded Schemes	5.000	(2.750)	2.250	2.250	0.000	0.035	1.6%	5.000	5.000	12.250
Special Projects	0.000	0.413	0.413	0.413	0.000	0.001	0.2%	0.000	0.000	0.413
Traffic and Engineering	2.500	(0.483)	2.017	2.017	0.000	0.449	22.3%	2.500	2.500	7.017
Traffic Enforcement	2.000	1.986	3.986	3.986	0.000	2.035	51.1%	0.000	0.000	3.986
Vehicle Replacement	2.000	1.178	3.178	3.178	0.000	0.215	6.8%	1.000	2.000	6.178
Sobell Leisure Centre	0.445	0.000	0.445	0.445	0.000	0.000	0.0%	0.000	0.000	0.445
Cally Pool	0.250	0.000	0.250	0.000	(0.250)	0.000	0.0%	0.000	0.000	0.250
New River Walk	0.450	0.000	0.450	0.450	0.000	0.000	0.0%	0.000	0.000	0.450
Playground water features	0.450	0.000	0.450	0.450	0.000	0.000	0.0%	0.000	0.000	0.450
Highbury Bandstand/Highbury Fields	0.250	0.000	0.250	0.030	(0.220)	0.000	0.0%	0.000	0.000	0.250
Bingfield Park (including Crumbles Castle legacy)	0.250	0.000	0.250	0.002	(0.248)	0.002	0.8%	0.000	0.000	0.250
Wray Crescent Cricket Pavilion	0.130	0.000	0.130	0.000	(0.130)	0.000	0.0%	0.000	0.000	0.130
Tufnell Park all-weather pitch	0.300	0.000	0.300	0.300	0.000	0.000	0.0%	0.000	0.000	0.300
Vehicle fleet electrification	1.500	0.000	1.500	1.500	0.000	0.000	0.0%	0.000	0.000	1.500
Liveable Neighbourhoods	1.000	0.000	1.000	0.500	(0.500)	0.000	0.0%	0.000	0.000	1.000
CCTV upgrade	0.490	0.000	0.490	0.490	0.000	0.000	0.0%	0.000	0.000	0.490
Finsbury Leisure Centre	0.400	0.000	0.400	0.400	0.000	0.000	0.0%	0.000	0.000	0.400
Economic Development	0.000	0.739	0.739	0.739	0.000	0.000	0.0%	0.000	0.000	0.739
Transport Planning	0.000	0.000	0.000	0.000	0.000	0.012	0.0%	0.000	0.000	0.000
CCTV other	0.000	0.059	0.059	0.059	0.000	0.000	0.0%	0.000	0.000	0.059
Total Environment and Regeneration	20.129	5.260	25.389	23.521	(1.868)	3.663	14.4%	10.275	11.275	46.939
HOUSING										
<i>Housing Revenue Account</i>										
Major Works and Improvements	38.438	0.000	38.438	28.000	(10.438)	6.300	16.4%	54.698	56.908	150.044
New Build Programme	59.639	4.600	64.239	43.416	(20.823)	7.200	11.2%	72.267	65.773	202.279
Jean Stokes community hub	0.250	0.000	0.250	0.250	0.000	0.000	0.0%	0.000	0.000	0.250
Temporary Accommodation	23.850	3.900	27.750	27.750	0.000	10.400	37.5%	0.000	0.000	27.750
<i>Housing General Fund</i>										
New Build Open Market Sales	20.169	0.000	20.169	7.069	(13.100)	1.500	7.4%	21.135	12.728	54.032
Total Housing	142.346	8.500	150.846	106.485	(44.361)	25.400	72.5%	148.100	135.409	434.355
PEOPLE										
Central Foundation School Expansion	0.120	0.331	0.451	0.451	0.000	0.000	0.0%	0.000	0.000	0.451
Central Library Renovation	0.000	0.252	0.252	0.300	0.048	0.300	119.0%	0.000	0.000	0.252
Dowery Street/Primary PRU	0.000	0.027	0.027	0.027	0.000	0.006	22.2%	0.000	0.000	0.027
Early Years Capital	0.550	0.256	0.806	0.760	(0.046)	0.006	0.7%	0.000	0.000	0.806
Primary Schools Condition Schemes	0.227	2.721	2.948	2.948	0.000	0.377	12.8%	0.000	0.000	2.948
Highbury Grove School Expansion	0.000	0.167	0.167	0.167	0.000	0.034	20.4%	0.000	0.000	0.167
New River College Refurbishment	0.000	0.160	0.160	0.160	0.000	0.000	0.0%	0.000	0.000	0.160
Other Schools/Contingency	0.000	0.086	0.086	0.086	0.000	0.010	11.6%	2.988	0.000	3.074
Schools Matching Capital Programme	0.200	0.000	0.200	0.200	0.000	0.000	0.0%	0.000	0.000	0.200
Special Provision Capital Fund	0.000	0.000	0.000	0.000	0.000	0.000	0.0%	2.251	0.000	2.251
School Condition Works	0.000	0.055	0.055	0.055	0.000	0.014	25.5%	0.000	0.000	0.055
Tufnell Park School Expansion	0.750	(0.044)	0.706	0.706	0.000	0.025	3.5%	0.250	0.000	0.956
Adult social care commissioned services (18 Highbury Grove, 76-80 Isledon Road, 35 Ashley Road, 48 Despard Road)	0.265	0.000	0.265	0.000	(0.265)	0.000	0.0%	0.000	0.000	0.265
St Anne's residential care home, 60 Durham Road	0.200	0.000	0.200	0.200	0.000	0.000	0.0%	0.000	0.000	0.200
Wray Court and Orchard Close residential care homes for people with learning difficulties	0.200	0.000	0.200	0.200	0.000	0.000	0.0%	0.000	0.000	0.200
Schools modernisation (now merged with Primary Schools above)	1.000	(1.000)	0.000	0.000	0.000	0.028	0.0%	0.000	0.000	0.000
Early Years and Children's Centres	0.833	0.000	0.833	0.296	(0.537)	0.000	0.0%	0.000	0.000	0.833
Libraries	0.500	0.020	0.520	0.020	(0.500)	0.003	0.6%	0.000	0.000	0.520
Martin Luther King Adventure Playground	0.350	0.000	0.350	0.300	(0.050)	0.000	0.0%	0.000	0.000	0.350
Cornwallis Adventure Playground	0.350	0.000	0.350	0.300	(0.050)	0.000	0.0%	0.000	0.000	0.350
Hayward Adventure Playground	0.050	0.000	0.050	0.050	0.000	0.000	0.0%	0.000	0.000	0.050
South Library	0.300	0.000	0.300	0.000	(0.300)	0.000	0.0%	0.000	0.000	0.300
Total People	5.895	3.031	8.926	7.226	(1.700)	0.803	9.0%	5.489	0.000	14.415
Resources/Corporate										
Bridge School-Cladding Replacement	2.975	(0.183)	2.792	2.234	(0.558)	0.088	3.2%	0.000	0.000	2.792
Total Resources/Corporate	2.975	(0.183)	2.792	2.234	(0.558)	0.088	3.2%	0.000	0.000	2.792
TOTAL CAPITAL PROGRAMME	171.345	16.608	187.953	139.467	(48.486)	29.954	15.9%	163.864	146.684	498.501

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Report of: Executive Member for Housing and Development

Meeting of:	Date:	Wards:
Executive	15 th October 2020	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Procurement Strategy for Void Reservicing, Refurbishment and New Tenancy Repairs

1. Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of Void Reservicing, Refurbishment and New Tenancy Repairs in accordance with Rule 2.7 of the council's Procurement Rules.
- 1.2 This strategy is for the delivery of reservicing to void properties and the refurbishment of major works voids to ensure they are let in a timely manner and to a high quality standard. This will also include any repairs required within the first eight weeks of a new tenancy.

2. Recommendations

- 2.1 To approve the procurement strategy for Void Reservicing, Refurbishment and New Tenancy Repairs as outlined in this report.
- 2.2 To delegate authority to award the contract to the Corporate Director of Housing in consultation with the Executive Member for Housing and Development.

3. Background

- 3.1 The council is intending to procure two contractors to deliver void reservicing, refurbishment and new tenancy repairs to Islington Council's void properties.

Islington Council has let an average of 900 properties per year over the last two years, out of a tenanted housing stock of 25,230. Demand for social housing within Islington is extremely high with approximately 14,500 households on the housing register. It is essential that void

properties are reserviced to a high quality standard and in a timely manner to enable the continuation of the cycle of lettings within the borough.

There were historically three contractors delivering the void reservicing contract, however one of the contracts was terminated. This presented Islington Council with an opportunity to explore insourcing. Within the last 12 months, a pilot has started to trial the delivery of void reservicing in-house and a full-time team has been recruited for a fixed period. The pilot is so far proving successful and will be reviewed at the end of the fixed period to establish what further expansion can be made to the team; the proposed contract term allows flexibility for expanding the in-house team during the life of the contract. The current delivery model means that approximately one third of void reservicing is delivered in-house, requiring support from two contractors to cover the remaining void reservicing and refurbishments. Due to the importance of void property lettings and the overall impact that the quality and timeliness of lettings has on residents and Islington Council, one contractor is not deemed enough for service delivery support. Having two contractors reduces the risks around the timeliness of void lettings and is prudent given the return of over 4,000 street properties from PFI2 due in 2022.

The contract will cover standard void property reservicing, which involves clearing the property of any lumber, carrying out an electrical test and carrying out any required repairs to ensure the property is clear to be decorated, can be let and is ready to move into by a new tenant. 'Standard plus' properties include the same reservicing as above, however they may also require a kitchen and/or bathroom replacement. Major works void refurbishment properties may have had a significant repairs history or issues such as dampness or ongoing leaks and will require a full refurbishment in order to bring the property up to a high quality lettable standard. The contract will also include void reservicing for properties used for General Needs Temporary Accommodation (GNTA) and any required repairs during the first eight weeks of a new tenancy (excluding gas repairs).

The Voids Team will manage the operational elements of the work with the contractors such as handing over of the keys and interim post-inspections to ensure the work is being carried out on time and to a high standard. A monthly contractual meeting will occur with the Contracts Team representative, a Void Team representative and appropriate contractor representative in order to review contract performance and escalate performance issues should they arise. A quarterly Core Group meeting will also take place with management-level attendees from all parties, where contractual requirements are covered and any unresolved escalations can be resolved.

3.2 **Estimated Value**

The estimated aggregate value of this contract is £16,576,000 (£4,144,000 per annum), based on a maximum contract term of 48 months. The initial term will be 24 months with an optional extension of 24 months in increments of up to 12 months each. This term allows for increasing insourcing throughout the life of the contract to be explored. These values factor in the planned return of PFI2 properties to the council in 2022. The funding for GNTA properties will come from a separate budget. The value is estimated based on historical spend and void property data and has been proportionately adjusted to reflect that approximately one third of void reservicing work will be carried out by the in-house voids team.

This contract will be funded using an existing budget for voids from the Housing Revenue Account (HRA). There are not likely to be any financial savings that can be made within this contract, as the market is demonstrating an overall increase in costs relating to building works. However, the new price framework will include fixed price basket rate elements for items or

repairs that are likely to occur in every void property, which will enable better spend forecasting and offer a saving in staff time, allowing staff to focus on other areas of service delivery. A budget reduction during the term of the contract would result in having to lower the standard to which a void is reserviced, impacting tenants when they move into a newly-let property and the reputation of the Council. In the worst case scenario, it could potentially mean that some void properties could not be reserviced until the new financial year. The focus of void reservicing is on streamlining the service in order to minimise void turnaround times and re-let properties as quickly as possible, thus maximising revenue from rental income.

3.3 **Timetable**

The council intends to advertise the Selection Questionnaire (SQ) stage of the procurement in October 2020. The Invitation to Tender (ITT) will be issued in December 2020 and the contract award is planned for March 2021. The contract is due to go live on 1 July 2021, as the current contract expires on 30 June 2021.

3.4 **Options appraisal**

As part of this procurement four options were considered:

- Delivering void reservicing in-house
- A collaboration with neighbouring boroughs
- Use of an external framework
- A competitive procurement process solely for Islington.

A successful pilot is already in place for delivering void reservicing in-house. The in-house voids team have recruited staff on a fixed term basis, in order to periodically review and assess what further expansions to the service can be made. Currently the in-house voids team can deliver approximately one third of the required void reservicing, therefore support is required from two external contractors to cover the remainder of the voids.

Several contract areas have been considered for neighbouring borough collaborations, however voids is not one of them. A collaboration at this stage would reduce the viability of expanding insourcing the service. The differences in service delivery between neighbouring boroughs (including timescales for delivering void reservicing, how the works are managed and IT systems used) would require significant funding and time to resolve. Islington Council is undertaking work to look at future opportunities, capacity and skills for insourcing services. This will look at opportunities as a single borough, as well as with neighbouring boroughs.

It is envisaged that there will be a significant market interest in this contract due to the nature of the work involved and the contract value. Using an external framework would be a quicker route to market, however it would be limited to the use of the contractors within the framework and the prices they submit during a mini-tender, whereas an open market tender exercise could offer better value for money. The schedule of rates within available frameworks that were reviewed as options for this contract do not meet Islington's specific requirements.

The proposed option is to procure through a competitive tender process, as this can deliver the best value overall whilst meeting service needs. This process allows the pricing, specification and terms and conditions to be specifically tailored to meet Islington's current and evolving needs. Volumes of work will not be guaranteed and the contract term has been designed to allow for further insourcing voids reservicing to be explored throughout the life of the contract. The council intends to appoint two contractors for the whole contract to ensure continuity of service delivery, using the two-stage restricted procedure.

3.5 **Key Considerations**

Delivering social value to Islington residents will be a contractual obligation for the successful contractors. A clear set of rigorous social value targets will be included in the contract according to the proposals made within their tender documentation. Their performance in relation to social value will be monitored at regular contract meetings and will be a consideration in any decision to award a contract extension. Social value contributions will include apprenticeships (where applicable), work experience placements, job shadowing and training opportunities for residents. These will be agreed with the Council's iWork team and will focus on job opportunities for local residents, especially those who are disadvantaged in the labour market.

Consideration will be given to ensuring that contractors commit to the use of local suppliers. This will assist with increasing local economic growth, potentially allow for local employment opportunities, lower the carbon footprint by reducing unnecessary vehicle journeys and offer overall contract efficiencies such as being able to attend site quicker and timeliness of work execution.

Environmental factors such as reducing CO2 emissions and air pollution within the borough will be considered during the procurement process.

Contractors will also be expected to contribute to in-house repairs training programmes for residents by donating tools and equipment and/or providing appropriately-skilled staff to assist with delivery of the training.

London Living Wage will be included as a condition of the contract. The current market pays above London Living Wage for multi-skilled operatives so it is not expected that this will bring any additional financial implications. Contractors will be expected to demonstrate that the staff they employ have clear and fair terms and conditions of employment, access to Trade Union membership and appropriate training opportunities. Consideration will also be given to how the bidding contractors will monitor these elements throughout their supply chain for this contract.

Staff from the existing service provider delivering this contract may be subject to TUPE regulations as part of this procurement.

3.6 **Evaluation**

This tender will be conducted in two stages, known as the Restricted Procedure as the tender is 'restricted' to a limited number of organisations. The first stage is Selection Criteria through a Selection Questionnaire (SQ), which establishes whether an organisation meets the financial requirements, is competent and capable and has the necessary resources to carry out the contract. The SQ explores how the organisation has performed to date and its financial standing and requires information about their history and experience.

A limited or 'restricted' number of organisations meeting the SQ requirements as specified in the advertisement are then invited to tender (ITT). The second stage is the ITT which utilises defined Award Criteria. Tenders are evaluated on the basis of the tenderers' price and ability to deliver the contract works or services as set out in the award criteria in order to determine the most economically advantageous offer.

The contract will be awarded to the Most Economically Advantageous Tender (MEAT) and the award criteria will be set at 60% quality and 40% cost. This will enable Islington to require contractors that deliver the best value overall.

Voids will be evenly split between the in-house team and the two contractors as they become ready for reservicing. For example, the first void will be issued to in-house, the second void issued to contractor A, then the third void issued to Contractor B and repeat the cycle.

The cost criteria will consist of fixed price basket rates for standard void reservicing, the bidder's percentage discount/uplift against the National Housing Federation (NHF) Schedule of Rates (SORs) for Responsive Maintenance and Void Property Works v6.1, Voids Ordering Schedule v7 and bespoke SORs.

The quality criteria will consist of:

- Proposed approach to Social Value and promoting opportunities for Islington residents, including reducing carbon footprint (20%)
- Proposed approach to mobilisation, resourcing, partnership working and service delivery (10%)
- Proposed approach to varying work volumes and priorities (10%)
- Proposed approach to health and safety (10%)
- Proposed approach to customer service and diversity (5%)
- Proposed approach to quality management (5%)

3.7 Business Risks

Islington Council has a duty to allocate housing in accordance with Part 6 of the Housing Act 1996 and as such, void properties need to be efficiently reserviced to a lettable standard in order to comply with legislation. Leaving properties void for extended periods of time would cause a loss of revenue for the council and carry a reputational risk.

The council is responsible for undertaking the repair, maintenance and improvement of its housing properties and installations in accordance with Part 2 of the Housing Act 1985 and section 11 of the Landlord and Tenant Act 1985. The council has the power to enter such contracts under section 1 of the Local Government (Contracts) Act 1997 on the basis that such services are properly required for the discharge of the council's functions.

There is a risk the contractors will not be able to meet volumes of work. This risk is managed by clear requirements set out within the specification and rigorous assessment. The appointment of two contractors means that they will act as a backup to each other.

Risk	Likelihood	Impact	Priority	Mitigation
Procurement is unsuccessful with no suitable supplier tendering or being identified	Low	High	High	Interim emergency measures will be sought and plans to re-procure put in place
The successful tenderer pulls out of the contract prior to start of the contract	Low	High	High	Interim emergency measures will be sought and plans to re-procure put in place
Delays to the procurement process result in limited mobilisation time for new supplier	Medium	Medium	High	A project plan is in place and the project team will ensure agreed key milestones are met.

Identified opportunities are:

- Working with smaller, and where possible local, firms gives the council an opportunity to develop locally-based corporate social responsibility programmes.
- By not guaranteeing volumes of work, the council can consider bringing more voids reserving in-house over time, giving the council increased control over the service

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	The delivery of Void Reserving, Refurbishment and New Tenancy Repairs. See paragraph 3.1
2 Estimated value	The estimated value per year is £4,144,000. The contract is proposed to run for a period of 24 months with an optional extension of 24 months in two increments of up to 12 months each. The maximum term of the contract is 48 months. See paragraph 3.2
3 Timetable	Executive – October 2020 SQ published – October 2020 ITT – December 2021 Contract Award – March 2021 Contract Start – 1 July 2021 See paragraph 3.3
4 Options appraisal for tender procedure including consideration of collaboration opportunities	A competitive tender using the restricted process. See paragraph 3.4
5 Consideration of: social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	London Living Wage and social benefit clauses will be included as part of the contract terms. Best value is considered as part of the specification, award criteria and delivery of the service. There may be TUPE implications.

	See paragraph 3.5
6 Award criteria	Cost 40% and Quality 60%. The award criteria cost/quality breakdown is more particularly described within the report. See paragraph 3.6
7 Any business risks associated with entering the contract	See paragraph 3.7
8 Any other relevant financial, legal or other considerations.	See implications section 4

4. Implications

4.1 Financial implications

The report (at 3.2) estimates the annual contract value at £4.144m (WEF July 21) and indicates that the increase of £750k compared to current budget reflects 2/3^{rds} of the costs associated with the return of PFI2 stock and the increased re-let rate in relation to HRA properties (GNTA's + PAPs) used for temporary accommodation clients.

The HRA repairs voids subcontractor budget currently (20-21) totals £3.394m.

The impact of PFI2 returning stock WEF April-22 is estimated to total £350k per annum (2/3^{rds} of a total estimated requirement of £523k).

The impact of the increased re-let rate (estimated at around 8 extra re-lets PCM) in respect of GNTA's & PAPs (totalling around 260) is estimated to total £400k per annum.

As such the annual estimated total voids subcontractor budget required (post PFI2 stock returning WEF April-22) from 22-23 onwards is £4.144m.

The estimated voids subcontractor budget required (prior to PFI2 stock returning) is for 21-22 £3.794m.

The current HRA 30 YR B.Plan includes provision for returning PFI2 stock, based on existing LBI stock average unit costs, as such the total estimated increase required of £523k (split £350k subcontractors & £173k Inhouse) has been accommodated in the B.Plan.

However, the £400k additional budget required in respect of extra TA re-lets has not been included in the B.Plan & as such this will be included as part of this year's B.Plan review/update due to be considered by HMT at the end of Sept.

4.2 Legal Implications

The council has an obligation to keep its housing stock in repair and good condition in order to be able to meet its statutory obligation to those persons to whom it owes a duty to provide housing accommodation (Part 2 of the Housing Act 1985; section 11 of the Landlord and Tenant Act 1985 and Part V11 Housing Act 1996). Accordingly, the council has power to procure and enter into contracts for Void Reservicing, Refurbishment and New Tenancy repairs (section 1 of the Local Government (Contracts) Act 1997).

The estimated value of the procurement for Void Reservicing, Refurbishment and New Tenancy

Repairs exceeds the financial threshold for the full application of the Public Contracts Regulations 2015. Contracts above this threshold must be procured with advertisement in the Official Journal of the European Union and with full compliance of the Regulations. The council's Procurement Rules also require contracts of this value to be subject to competitive tender. The proposed procurement strategy, to advertise a call for competition and procure the service using the two stage restricted 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 contracts may be awarded to the highest scoring tenderers subject to the tender providing value for money for the council.

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

Carrying out void property reservicing work has several environmental impacts. During the void reservicing process, new materials will be used, as well as energy for the plant and equipment, which could cause on-site emissions if powered by fossil fuels. The works will generate waste and there is a risk to biodiversity when working in roof spaces or around trees. In addition, the contractor will be using vehicles to arrive at and deliver materials to sites, which will contribute to air pollution (unless electric vehicles are used) and congestion.

Provision will be made within the contract specification and contractor selection criteria to mitigate impact for each of the above, with reference to relevant legislation and the stipulation that the contractor must adhere to the requirement of the Councils Housing HSE Code of Conduct for Contractors and appropriate legislation.

The Contractor should ensure that waste materials are kept to a minimum and that waste leaving sites is reused or recycled where practicable. The Contractor will have a duty of care to ensure that any waste disposal is done legally and in alignment with the waste hierarchy. In addition, Contractors will be encouraged to use low or zero emission vehicles. Where possible, the Contractor should use recycled or sustainably produced materials. The contractor will install energy saving replacement parts where possible and if compatible. Where complete renewals are required, then energy saving replacements will be considered.

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 on 15 July 2020 and the summary is included below. The completed Resident Impact Assessment is attached as Appendix 1.

It is anticipated that the delivery of this service will not have any negative impact on any persons within the protected characteristics groups. The delivery of the contract will have a positive impact on all residents including those with protected characteristics and it is designed to ensure that residents within the borough listed on the housing register, have an opportunity to access social housing that is in a high quality lettable standard and ready to move into.

5. Reason for recommendations

- 5.1 Islington Council has a duty to allocate social housing and void properties need to be reserviced to a high lettable standard and in a timely manner. The procurement of two contractors is required to allow the continuity of service for the delivery of Void Reservicing, Refurbishment and New Tenancy Repairs.

Appendices

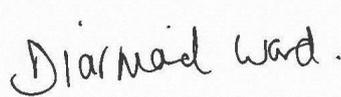
Appendix 1 - Resident Impact Assessment

Background papers:

None

Final report clearance:

Signed by:



Executive Member for Housing and Development

Date: 2/10/20

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Resident Impact Assessment

Procurement Strategy for Void Reservicing, Refurbishment and New Tenancy Repairs

Service Area: Repairs and Maintenance

1. Intended Outcomes

This contract is for the delivery of reservicing to void properties and the refurbishment of major works voids to ensure they are let in a timely manner and to a high quality lettable standard. This will also include any void reservicing to properties used for general needs temporary accommodation and any required repairs within the first eight weeks of a new tenancy.

2. Resident Profile

The group within Islington which is going to be impacted by this contract are primarily council tenants and Islington residents on the housing register. The properties are empty and there are no active tenancies when the works are carried out, however those awaiting housing are impacted by the timeliness of service delivery.

		Borough profile	Service User profile
		Total: 206,285	Total: 52,631
Gender	Female	51%	54%
	Male	49%	46%
Age	Under 16	32,825	9,494
	16-24	29,418	6,063
	25-44	87,177	17,631
	45-64	38,669	12,684
	65+	18,036	6,756
Disability	Disabled	16%	35%
	Non-disabled	84%	65%
Sexual orientation	LGBT	No data	N/A
	Heterosexual/straight	No data	N/A
Race	BME	52%	50%
	White	48%	42%

Religion or belief	Christian	40%	16%
	Muslim	10%	3%
	Other	4.5%	16%
	No religion	30%	23%
	Religion not stated	17%	42%

3. Equality impacts

There is no change to the service and how it is delivered. An existing contract is due to expire on 30th June 2021 and requires replacement and only the service providers will change. The delivery of this service will not discriminate against anyone with protected characteristics.

It is anticipated that the delivery of this service will not have any negative impact on any persons within the protected characteristics groups. The delivery of the contract will have a positive impact on all residents including those with protected characteristics as it is designed to ensure that residents within the borough listed on the housing register, including care leavers, have an opportunity to access social housing that is in a high quality lettable standard and ready to move into. Islington Council has a duty to allocate housing in accordance with Part 6 of the Housing Act 1996 and as such, void properties need to be efficiently reserviced, to a lettable standard in order to comply with legislation. Any residents with mobility impairments are identified during the property viewing stage and if they are successful to acquire a tenancy for the property, an assessment is made for any required adaptations within the property. Any adaptations are carried out prior to the resident moving into the property and although this is carried out as part of a separate contract, the adaptations provider may need to work simultaneously with the service provider for this contract, in order to effectively carry out the work required. Void properties need to be reserviced in preparation for a resident to occupy the property and this needs to happen regardless of a tenants' employment or financial status. Leaseholders will not be affected by this service and services charges will not be applicable to leaseholders.

The planned arrangements for this procurement process will have a positive impact on groups with protected characteristics as diversity and equality will be considered during the procurement. Potential service providers will be asked scored questions during the procurement process. Scoring will take into account how service providers propose to take due consideration to equality and diversity in the delivery of this contract in a number of ways. This will include how they will engage and communicate with residents whilst delivering the works, however resident contact is minimal within this contract. Specific attention will be paid to what arrangements they will put in place to ensure they can communicate effectively with residents with any of the protected characteristics. For example, service providers are expected to consider translation services for customers where English is not their first language, BSL translators for deaf and hard of hearing customers. The service provider will be asked to demonstrate how they will ensure dignity and respect for customers in regards to religious beliefs e.g. protective covering for footwear within properties, ensuring cultural sensitivity is maintained with regards to respecting social boundaries and by taking time and demonstrating extra care and patience with residents' who are elderly or have mobility impairments.

Service providers will also be expected to clearly explain how they will deliver services to ensure the health and safety for all residents and members of the public is protected and

any additional health and safety measures they will put in place to ensure individuals with protected characteristics are protected sufficiently. It is a contractual requirement for service providers to work to Islington Council's policies and procedures, where equality, diversity and an accessible service for all is factored into service delivery procedures.

The answers given by the successful service provider to the quality questions within the procurement process will form part of the contract documents for the provision of this service and performance against these commitments will be monitored by the Housing Repairs Service. In addition, it is a contractual requirement for service providers to work to Islington Council's policies and procedures covering health and safety and equality and diversity.

Social value is considered and written into the contract terms including offering a number of apprenticeship opportunities, work experience placements, job shadowing and training opportunities. The council's Employment Engagement Team will attend quarterly Core Group meetings with the successful service provider, where commitments made to deliver Social Value requirements will be monitored and if necessary, enforced with the successful service provider. Other community benefits will also be considered and arranged, such as shadowing for work experience, after school jobs and assisting with training sessions for residents and Islington Council staff.

It is not anticipated that the delivery of this contracts will have any negative impact on relations between communities with protected characteristics and the rest of the population in Islington.

4. Safeguarding and Human Rights impacts

All service providers appointed by Repairs and Maintenance are required to have DBS checks for all their staff working on an Islington contract, including any subcontractors they may use and this must be evidenced. This information is checked and updated on a quarterly basis to ensure any service provider's staff changes are taken into consideration. Service providers are not allowed to enter a property unless an adult over the age of 18 is present. Service providers are given leaflets and information regarding safeguarding and reporting any safeguarding concerns back to Islington Council. They also must attend mandatory safeguarding training delivered by Islington Council. These are all contractual requirements irrespective of whether the service provider works within occupied or void properties.

There is no anticipated risk of Human Rights breaches linked to the delivery of this contract.

5. Action

As there are no negative impacts identified, no mitigating actions are required. As stated in Section 3, service providers will be scored and monitored closely around their approach to equality and diversity.

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

Staff member completing this form:

Head of Service or higher:

Signed: Laina Thomas

Signed:  Simon Kwong

Date: 15/07/2020

Date: 26/08/2020

Joint Report of: Executive Member for Community Development and Executive Member for Environment and Transport

Meeting of:	Date:	Ward(s):
Executive	15 October 2020	All

Delete as appropriate:		Non-exempt
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SUBJECT: Renewal of Public Space Protection Orders for Alcohol and Dog Controls

1. Synopsis

- 1.1 This report seeks to extend the Public Space Protection Orders (PSPO) covering dog control and the drinking of alcohol in public places when associated with nuisance or anti-social behaviour.
- 1.2 These orders have been in place since 2017 and expire on the 19th October 2020. The report looks to extend the PSPOs for a further three year period.

2. Recommendations

- 2.1 To note the review of consultation responses in Appendix 3.
- 2.2 To agree to extend the PSPOs as set out in Appendix 1 and 2 for a three year period.

3. Background

- 3.1 The Council has two existing borough wide PSPOs which expire on 19th October 2020. The PSPOs were created in 2017 when the legislation relating to dog control and drinking in public places was replaced. The PSPOs mirrored the controls that were in place at that time.

- 3.2 The PSPO dealing with alcohol requires the stopping of drinking or handing over of alcohol when requested by an authorised officer in order to prevent public nuisance, ASB or disorder. It does not ban the drinking of alcohol in public. The areas where the PSPO is most frequently enforced with measurable results are:
- Pre and post loading around the night time economy areas and transport hubs
 - Emirates area on match days
 - Street drinking
- 3.3 The PSPO dealing with dog control covers three areas
- Excluding dogs from designated areas
 - Requiring dog faeces to be picked up by their owners
 - Requiring dogs to be kept on leads in specific circumstances
- These controls are enforced across Islington, largely by education and encouragement, although formal action is taken when required.
- 3.4 The enforcement of PSPOs is by the issuing of a fixed penalty notice. The maximum fine is currently £100.
- 3.5 The PSPOs proposed are largely unchanged other than the schedule of dog free areas where a number of new public spaces created since 2017 have been added.
- 3.6 A statutory consultation needs to be carried out before PSPOs can be recommended for approval. An on-line consultation has been carried out and the results are summarised in Appendix 3. For both PSPOs, the results are heavily in favour of approving the PSPOs.

4. Implications

4.1 Financial implications:

The only additional cost attached to these changes will be the maintenance cost of appropriate signage and this will be met from local budgets.

4.2 Legal Implications:

The Council is proposing to extend the PSPO currently in place for anti-social behaviour related to street drinking and to extend and vary the PSPO currently in place for dogs.

A PSPO can be extended where the Council is satisfied on reasonable grounds that doing so is necessary to prevent occurrence of or an increase in the activities identified in the order. The extension cannot be for a period longer than 3 years, although a PSPO can be extended more than once.

A PSPO can be varied so that it applies to areas to which it did not previously apply only if the following conditions are met as regards activities in that area. The first condition is that—

- (a) activities carried on in a public place within the Council's area have had a detrimental effect on the quality of life of those in the locality, or
- (b) it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

The second condition is that the effect, or likely effect, of the activities—

- (a) is, or is likely to be, of a persistent or continuing nature,

- (b) is, or is likely to be, such as to make the activities unreasonable, and
- (c) justifies the restrictions imposed by the notice.

The Council must carry out a statutory consultation with the chief officer of police & the local policing body, the community representatives the Council thinks it appropriate to consult and the owner or occupier of land within the restricted areas (although this does not apply to land that is owned and occupied by the Council). There are no statutory requirements about the length of the consultation process although the LGA guidance provides that the duration of the consultation should ensure sufficient time for the Council, to meaningfully engage with all those who may be impacted by the PSPOs.

Draft proposals for a PSPO must be published as part of the consultation process. For varied orders the text must be published and for extended orders the proposal must be publicised.

When a PSPO is varied or extended the Council must publish it on its website. The Council must also put up notices on or adjacent to the public place to which the PSPO relates to draw the attention of any member of the public using that place to the fact that the PSPO has been extended or varied, and its effect.

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

As the existing PSPOs are to be extended, there are no changes that would have new environmental implications. The PSPOs have a positive impact on the environment as they discourage dog fouling and littering associated with alcohol consumption.

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 on 30 July 2020 and attached at Appendix 4. It found no negative equalities or safeguarding impacts.

5. Reason for recommendations

- 5.1 If the recommendations are not accepted, then the council's powers to deal with alcohol related disorder and ASB and issues relating to dog fouling and dog control will lapse with no other means of regulation. The consultations have shown responders to be in favour of extending the PSPOs and they are therefore recommended for approval.

Background papers - none

Appendices

- Appendix 1 – Proposed alcohol related PSPO
- Appendix 2 – Proposed dog related PSPO
- Appendix 3 – Summary results of Consultation
- Appendix 4 – Resident Impact Assessment (RIA)

Signed by:



22.9.20

Executive Member for Community
Development

Date



22.9.20

Executive Member for Environment and
Transport

Date

Report

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APPENDIX 1.

Proposal for the extension of the Public Space Protection Order for anti-social behaviour related to street drinking

PSPOs are an effective way of dealing with persistent anti-social activity by individuals or groups that is having a detrimental effect on the quality of life of those in the local area. The maximum penalty for failure to comply with a PSPO is a £1000 fine.

The wording of the PSPO for anti-social behaviour related to street drinking is as follows:

- No person shall refuse to stop drinking alcohol or hand over any containers (sealed or unsealed) which are believed to contain alcohol when required to do so by an authorised officer in order to prevent public nuisance or disorder.

The order does not ban drinking in public places but enables authorised council officers to ask people to stop drinking where they have reason to believe that if they do not, alcohol-related nuisance and annoyance is likely to occur and require individuals to surrender the alcohol and any opened or sealed containers.

These powers are not intended to disrupt peaceful activities and are used explicitly for addressing nuisance or annoyance associated with the consumption of alcohol in a public place. It is not a criminal offence to consume alcohol within a designated area. An offence is only committed if the individual refuses to comply with a request to refrain from drinking.

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APPENDIX 2.

Public Space Protection Order for dogs

The maximum penalty for failure to comply with a PSPO is a £1000 fine.

The Public Space Protection Order for dogs has three conditions:

1. Dog fouling.

If a dog defecates at any time on land to which this Order applies and a person who is in charge of the dog at that time fails to remove the faeces from the land forthwith, that person shall be guilty of an offence.

People who are registered blind, disabled, or otherwise rely on dogs are exempt from the dog fouling order.

2. Dogs on leads by direction

A person in charge of a dog shall be guilty of an offence if, on any land to which this Order applies, he/she does not comply with a direction given by an authorised officer of the Authority to put and keep the dog on a lead.

3. Dog exclusion areas

A person in charge of a dog shall be guilty of an offence if, at any time, he/she takes the dog onto, or permits the dog to enter or to remain on, any land to which this Order applies as specified in Schedule 1.

Schedule 1.

LOCATION	SITE DESCRIPTION
BARNSBURY WARD	
Barnard Park	Part of site - playground, children's nursery gardens and sports facilities
Culpepper Community Garden	Food growing area only
Culpepper Open Space	Whole site
Joseph Grimaldi Park	Part of site - playground and kick about
Lonsdale Square	Whole site
St Silas Church Gardens	Whole site
Thornhill Houses	Enclosed garden at rear of the block

BUNHILL WARD	
Angel Clocktower	Whole site
City Road Estate	Fenced playground at side Kestrel House Playground and kick about at rear Peregrine House
Coltash Court	Community garden at the rear of the building and adjacent to George Gillette Court
Compton Street Open Space	Whole site
Finsbury Leisure Centre	Part of site - pitches
Finsbury Square	Part of site - bowling green
Fortune Street Gardens	Part of site - playground
Gambier House	Grassed area at front and rear of block
King Square	Part of site - playground and water play area
King Square Estate	Playground and kick about at Rahere House
Old Street Island	Whole site
Owen's Field	Whole site
Percival Street	Play area at the front of Tompion House and the grassed areas between Grimthorpe and Crayle House
Pleydell Estate	Fenced playground within estate
Quaker Gardens	Whole site
Radnor Street Open Space	Part of site - playground and kick about
Redbrick Estate	Fenced playground within estate
St Luke's Estate	Fenced playground in front of Bath Court and the grassed landscape areas (excluding all paths) adjacent to Bath Court and Godfrey House
Stafford Cripps Estate	Fenced playground in front of Parmoor Court
Wenlake Estate	Fenced playground between Wenlake and Amis House

CALEDONIAN WARD	
Barnsbury Wood	Whole site
Bemerton Villages	Fenced playground at rear of Coatbridge House Fenced playground at the side of Perth House Fenced children's playground at rear 80 -108 Pembroke Street
Bingfield Park	Part of site - pitch
Boston Estate	Play area next to Kelby House
Caledonian Estate	Play area opposite 5 Armour Close Play area at the centre of estate and in front Wallace House
Dehli / Outram Estate	Play area next to 14 Delhi Street Football pitch opposite 27 Outram Place Pitch next to Vibart Walk
Edward Square	Part of site - main site will be dogs excluded, due to unfenced informal play and games area, they will be allowed in the orchard area on Copenhagen Street
Market Road Astroturf and Tennis Centre	Whole site
Thornhill Crescent Garden	Whole site
Thornhill Square	Part of site - playground
Westbourne Estate	Football pitch and children's play area at Roman Way
Winton School Site	Part of site - kick about
York Way Court	Children's play area opposite 50 Tiber Gardens

CANONBURY WARD	
Annette Crescent	Whole site
Cedar Court	Fenced play area at rear block Fenced area adjoining play area at rear Cedar Court and Lindsey Mews
Channel Islands Estate	Jersey House and Guernsey House: fenced grass area surrounding 9 storey blocks Sark House: fenced communal grass area at corner Clephane and Clifton Roads

Dovercourt Estate	Threadgold House - fenced areas to rear and sides of tower block Ilford House - fenced areas to rear and sides of tower block
Downham Court	Grassed area to rear of block
Elizabeth Kenny House	All fenced grass areas within estate
Haslam / Horsfield House	All fenced grass areas surrounding the blocks
Lillian Baylis	Grassed area at rear of block Grassed area at rear of Marie Curie House
Mitcheson / Baxter Open Space	Part of site – kick about
New River Green Estate	Two fenced areas at rear of Arran Walk Children's play area to north Jethou House and the grass area opposite, excluding central pathway Fenced and open play area rear Upper Handa Walk / Lismore Walk accessible via Douglas Road Fenced play area rear Caldly Walk and Alderney House Red House Square – Fenced play area within the cul de sac at Red House Square. Canonbury Crescent off Aran Walk Jersey House Fenced grass areas surrounding the nine-storey block Guernsey House - Fenced grass area surrounding the nine-storey block Sybil Thorndike House - fenced communal grass area on Clephane/St. Paul Road junction and opposite Lismore Walk Bute Walk - fenced communal grass area past church on corner of Essex Road Mull Walk - two walled grass areas opposite Guernsey House on the New River (Marquess) Estate

Newberry House	Top of Northampton Street play and grassed areas to rear of main block
Nightingale Park	Part of site – play area
Rosemary Gardens	Part of site - playgrounds, children's nursery garden, <i>waterplay area, football pitch and tennis court.</i>
Rotherfield Court	Fenced grass area at junction Rotherfield Street and Elizabeth Ave Fenced grass area at rear 25-52 Rotherfield Court
Sickert Court	Ashby House play and grassed area to the rear of blocks parallel with Essex Road Grassed area to the rear of Eric Fletcher Court
Southgate Court	Grass area surrounding outside and inside both blocks
St. Paul's Roadside Garden	Whole site excluding seating areas
Tensing House	Grassed areas at both front and rear of blocks
Walkinshaw Court	Fenced enclosed area in the centre of the block

CLERKENWELL WARD	
Atteneave Street	Sherston Court fenced kick about area
Brunswick Estate	Fenced playground within estate
Earlstoake Estate	Fenced playground within estate
Finsbury Estate	Fenced playground in front of Michael Cliffe House, Skinner Street Fenced kick about situated between Patrick Coman and Michael Cliffe House
Granville Square	Part of site - playground and kick about
Mallory Buildings	Playground at the rear of block
Margery Street Estate	Play area at Charles Simmons and Baginigge House
Myddelton Square	Part of site – playground
Northampton Square	Whole site
Percy Circus	Whole site
Spa Fields and Extension	Part of site - 2 playgrounds, multi sports pitch (MUGA).
Spa Green Estate	Fenced playground within estate
St. James's Clerkenwell	Part of site - playground
Weston Rise Estate	Fenced playground within the estate
Wilmington Square	Whole site

FINSBURY PARK WARD	
Andover Estate	All fenced play areas / playgrounds and all fenced grassed areas within estate
Bennett Court	Fenced play area / playgrounds: facing 1-16; rear 50-66; rear 87-94; rear 95-118
Hood Court	All fenced grassed areas within estate
Isledon Road Gardens	Whole site
Kinloch Gardens	Part of site - playground
Royal Northern Gardens	Whole site
Salterton Road Open Space	Whole site
Simmons House (219-261)	Fenced play area facing 9-16 Simmons House Fenced grass areas at rear of 1-24 and 219 Simmons House
Six Acres Estate	Fenced kick about front of Monksfield Fenced play area front of Dellafield Fenced grassed area front of Millfield Fenced play area and grassed area facing Fyfield
Woodfall Road Open Space	Part of site - playground and kick about

HIGHBURY EAST WARD	
Arvon Road Allotments	Whole site
Arvon Road Community Garden	Whole site
Brancaster House	Enclosed garden area covering rear and side elevations of block
Fieldway Crescent	Whole site
Gardner Court	Fenced ball court
Highbury Fields	Part of site - playground, children's nursery garden, sports facilities and enclosed family safe play areas opposite cafe and on top field
Highbury Memorial	Whole site
Lillie House	Fenced grassed area adjacent to car park
Manning House	Enclosed grassed area used by children
Olden Gardens	Whole site
Park View Estate	Enclosed football pitch located near Collins Road
Quadrant Estate (202-240)	Fence kick about - front of Birchmore Hall
Taverner Estate and Packett Square	Fenced football pitch in middle of estate

Woodstock House	Enclosed garden area adjacent to communal front entrance door
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HIGHBURY WEST WARD

Blackstock Estate	Play areas opposite 1-15 Blackstock House and Front of Hurlock House
Courtney Court	All fenced grassed areas within estate
Deepdale	All fenced grassed area within estate
Gillespie Park	Part of site - nature reserve
Harvist Estate	All fenced play areas / playgrounds on estate Fenced kick about front of Hind House
Monsell Road Allotments	Whole site
Quill Street Allotments	Whole site
Vaudeville Court	All fenced grassed area around block

HILLRISE WARD

Archway Park	Whole site
Belvoir / Highcroft Estate	Communal gardens and children's' play area
Elthorne Estate	Duncombe Road - fenced kick about area near the school Open play area at the rear of church on Partington Close
Elthorne Park	Part of site - playground and sports facility and the Noel Baker Peace Garden
Hillrise Mansions	Fenced play area near 22-35 Fenced grass areas either side of the play area
Hillside Estate	Fenced play area near flat 38
Hornsey Lane EMB	Fenced kick about and unfenced play area near to Kier Hardie House Unfenced play area by Arthur Henderson House
Hornsey Rise Estate	Fenced play area with lockable gates at rear of Ritchie House
Manchester Mansions	Railing with lockable gate near to Block 17-25
Miranda Estate	Play area near Henfield Close Play area near Pautley Close

New Orleans Estate	Fenced kick about by Bayon House on Sunnyside Road Fenced play area at rear Iberia House Kick about area by Cromartie Road
Whitehall Community Garden	Whole site
Zoffany Park	Whole site

HOLLOWAY WARD

Caledonian Park	Part of site - play area and multi sports pitch (MUGA)
Papworth Gardens	Play area
Paradise Park	Part of site - playground, pitch and children's nursery garden
<i>Penn Road Garden</i>	<i>Whole site</i>
Stock Orchard Estate	Football pitch between Sturmer Way and Russet Crescent

JUNCTION WARD

Archway Triangle	Whole site
Bovingdon Estate	Fence play / kick about area near 1 Bovingdon Close
Dartmouth Park	Part of site - playground and kick about <i>and fenced and gated Natural Play area</i>
Foxham Gardens	Part of site – playground
Girdlestone Estate	Play area near to flat 245 Fenced and sealed off play area near community centre Fenced play area and kick about near bus garage by McDonald Road Brick walled play area near Highgate Hill Road
Grovedale Estate	Kick about area near flat 97 Levison Way
Hargrave Park	Kick about area near Forest Way
John King Court	Lockable fenced play area near caretaker's lodge
Pemberton Gardens	Whole site
Tremlett Grove	Play area near to Llewellyn House
Tufnell Park Playing Fields	Whole site
Wedmore Estate	Fenced play area near car park just after main entrance to the estate
Whittington Park	Part of site - playground, pitch, <i>pavilion</i> and children's nursery gardens

MILDMAY WARD	
Besant Court	Kick about in front of 41-70
Docwras Wood	Whole site
Hawthorne Close	Fenced small playground at front entrance of 1- 20 Hawthorne Close All grassed areas front and back of Hawthorne Close
Highbury Estate	Kick about and play area in middle of the estate Play area at front 60 Highbury New Park Play area side of Pitfield House
John Kennedy Estate	Fenced grass areas at: front and rear 1-16 John Kennedy Court; front and rear 17-34 John Kennedy Court; rear of 35-84 John Kennedy Court
Kerridge Court	Fenced area along Kingsbury Road Play area located between blocks 1-20 Football pitch between 111-130
King Henry's Walk	Whole site
Mayville Estate	Fenced grass play area between Skelton and Lydate House Fenced kick about in front of Bronte House Fenced kick about between adjacent to Conrad House Fenced play area between Meredith and Webster House Fenced play area behind Beckford House
Mildmay Estate	Haliday House - grassed area surrounding block on right side and rear from the front view
New River Court	Fenced children's play area adjacent to sub-station and rear boundary wall
Newington Green	Part of site - playground
Seaforth Crescent	Fenced football pitch adjacent to No 17
Spring Gardens	Fenced kick about area adjacent to electricity sub-station
St. Jude's Open Space	Part of site - playground

St. Paul's Shrubbery	Part of site - playground and pitch
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ST GEORGE'S WARD	
1-122 Dalmeny Avenue	Play area in grass area opposite 6-52 Dalmeny Avenue
50 - 57 Hilldrop Crescent	Fenced kick about area near community centre
Brecknock Estate	Fenced kick about area near Carpenter House and play area Curran House
Chambers Road Open Space	Whole site
Dalmeny Park	Whole site
Holbrooke Court	Fenced kick about area near Willow School
Lower Hilldrop Estate	Fenced kick about area between Coombe and Ivinghoe House Play area at centre of Saxonbury Court
Margery Fry Estate	Fenced playground opposite grass area in front of building
Moelwyn Hughes	Railed play area outside 1 Moelwyn Hughes Fenced kick about adjacent 14 Moelwyn Hughes
Trecastle Way / Pendyrn Way	Fence play area adjoining the two locations
Tufnell Park Estate	Kick about area at back of Hollins and McCall House
Upper Hilldrop Estate	Railing play area at centre of the estate opposite Rushmore House

ST MARY'S WARD	
Arundel Square	Part of site - playground and kick about
Astey's Row Playground	Part of site - play area and kick about
Battishill Street Gardens	Whole site
Canonbury Court	Children's play area at the rear of 44-66 Wakelin House
Canonbury Square	Whole site
Compton Terrace	Whole site
Dixon Clarke	Fenced areas surrounding block
Gibson Square	Whole site
Laycock Street Open Space	Part of site - playground and kick about
Mersey Estate	Football pitch and play area between Ringcroft Street and Mersey House
Milner Square	Whole site
Sir Hugh Myddleton Statue	Whole site
Spriggs House	Children's' play area opposite 13-18 Spriggs House

Tyndale Mansions	Children's play area to the rear of Tyndale Mansions
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ST PETER'S WARD	
Arlington Square	Whole site
Basire Street Playground	Whole site
Bentham Court	Playground in front of New Bentham Court
Cluse Court	Fenced playground within estate
Cummings Estate	Fenced playground between Turnbull House and Strang House
Dibden Street Open Space	Part of site - informal play area
Elia Street	Fenced area and kick about on estate
Graham Street Open Space	Part of Site - playground and kick about
Jessop Court	Play area in rear garden
Morton Road Open Space	Part of site - playground and kick about
Nelson Place	Fenced playground and kick about within the estate and on Theseus Walk
Packington Gardens	Whole site
Parker Court	Play area within estate
Tibby Place	Whole site

TOLLINGTON WARD	
Blenheim Court	Railing play area near to 74
Cornwallis Park	Whole site
Crouch Hall Court	Railing play areas near 59-66; 51-58; 91-100 Kick about area near 35-42
Davenant Road Open Space	Whole site
Evershot Road Allotments	Whole site
Eversleigh Street Open Space	Part of site - community garden
Grenville Road Gardens	Whole site
Holly Park Estate	Fenced play area by block 149-179
Landseer Gardens	Whole site
Ringmer Garden	Play area next to block 2-14 Ringmer Gardens
Sussex Close	Railing play area outside 15-22
Sussex Way Gardens	Whole Site
Wray Crescent	Part of site - playground, cricket field and multi sports pitch (MUGA)

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**Extension of the Public Space Protection Orders for dogs and for anti-social
behaviour
Public Consultation 2020 – summary of results**

1. The consultation

The council propose to amend and extend the existing Public Space Protection Orders (PSPOs) for dogs and for anti-social behaviour related to street drinking. The current PSPOs expire on 19th October 2020 and are proposed to be extended for 3 years. As part of the proposed changes a public consultation was undertaken to gather views from the local community and key stakeholders.

The consultation ran from 24th June 2020 to 30th July 2020. Because of the restrictions in place due to the Coronavirus pandemic responses were gathered online only. The consultation was promoted by the communications team via social media and key stakeholders including dog walking groups and parks groups were notified.

The council received 233 responses to the consultation. 98% of respondents stated they lived in Islington.

2. Responses to consultation questions

2.1 Dog Fouling

Question: Do you support the current order regarding dog fouling being extended for a further three years?

Yes: 95%

No: 4%

Don't know: 1%

2.2 Dogs on leads by direction

Question: Do you support the current order regarding dogs on leads by direction being extended for a further three years?

Yes: 89%

No: 8%

Don't know: 3%

2.3 Dog exclusion

Question: Do you support the current condition regarding dog exclusion being extended for a further three years?

Yes: 79%

No: 20%

Don't know: 1%

2.4 Key issues raised regarding the PSPO for dogs

Several respondents were concerned that there is too little space in Islington for dog owners to exercise dogs and were against further dog exclusion areas.

Several respondents suggested that dogs should not be excluded from entire parks but only from specific areas and made the point that excluding dogs from certain parks/ gardens can put pressure on and exacerbate problems at other nearby sites.

There were several calls for more information around how decisions on dog exclusion areas are made, and examples were given of similar parks and gardens having different rules around dog exclusion.

Several respondents called for tighter enforcement of the orders to reduce dog fouling and increase compliance around uncontrolled dogs.

There were also many comments related to specific parks including:

Myddleton Road - which 12 respondents requested be made dog free because of the dog fouling and out of control dogs.

Packington Gardens and Canalside Park where 8 respondents expressed concern about a lack of dog-friendly spaces and requests for Canalside to be made dog-free.

Whittington Park where 5 people expressed concern that the Pavillion was also being made dog-free.

In addition there were specific comments made about:

- Wray Crescent
- Southgate Road
- Penn Road Gardens
- Duncan Terrace
- Highbury Fields
- Shaw Court

The responses from the consultation have been shared with the council's parks team. The council tackles dog fouling and other dog issues in a range of ways. Members of the public can report dog fouling using the [Clean Islington app](#) and can

report concerns about a dog's behaviour in a public area online through the My eAccount or by calling the council's customer service number who can alert the ParkGuard patrol. The police, ParkGuard patrols, ASB patrols and animal wardens are all able to enforce PSPOs and can issue fixed penalty notices.

The council advises and educates dog owners about responsible dog ownership through sessions run in the park by the ParkGuard patrols. Signs that highlight the laws and penalties are placed on all litter bins and in parks and estates. The ParkGuard and ASB teams also look out for dog owners breaking the law during their patrols.

Dog exclusion areas are generally used to stop dogs from entering certain areas, like children's play areas and sports courts. A number of additional areas have been added to the schedule of exclusion areas in recognition that it required updating.

The dogs on leads by direction gives authorised council officers the power to request that dogs are put on leads where they are not under the appropriate control of their owner, or where they are causing damage or acting aggressively.

2.5 Street drinking

Do you support the existing PSPO to tackle anti-social behaviour related to street drinking being extended for a further three years?

Yes: 92%

No: 4%

Don't know: 4%

2.6 Key issues raised regarding the street drinking PSPO

The most common comment regarding the street drinking PSPO was a call for more enforcement of the order. Many respondents raised issues about specific locations in Islington where they feel street drinking and ASB are a real problem these included:

- Holford Gardens
- Finsbury Park
- Andover Estate
- Highbury Fields
- Treaty Street
- Archway Station
- Dartmouth Park

The responses from the consultation have been shared with the council's ASB team who work closely with partner agencies, such as the police and other local housing associations to tackle crime and ASB. The Nightsafe Patrol Service have the capability to respond to a wide range of night-time issues, such as drinking in the street and members of the public are encouraged to report ASB related to street

drinking via the council's online [ASB reporting form](#). Dog fouling can be reported via the council's [Clean Islington App](#) and if members of the public have information about **who** is causing this type of offence, the council can investigate the matter and take enforcement action if there is evidence to support it.

Several respondents were concerned about the potential impact on the homeless and street drinkers who might be criminalised by this order.

The council has a robust strategy for supporting the street population and those rough sleeping. The council offers a range of tailored support to anyone rough sleeping in Islington and will continue to look at innovative ways to help them into safe and secure accommodation. Anyone who is regularly on the street in Islington will have been approached by one of our services, had an initial assessment and been offered support. Our specialist team works with them to tackle issues like substance misuse, mental health and homelessness.

Resident Impact Assessment

Public Space Protection Orders (street drinking and dog control)

Service Area: Public Protection

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

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
		Total: 206,285	Total: 206,285
Gender	Female	51%	51%
	Male	49%	49%
Age	Under 16	32,825	32,825
	16-24	29,418	29,418
	25-44	87,177	87,177
	45-64	38,669	38,669
	65+	18,036	18,036
Disability	Disabled	16%	16%
	Non-disabled	84%	84%
Sexual orientatio	LGBT	No data	No data
	Heterosexual/straight	No data	No data
Race	BME	52%	52%
	White	48%	48%
Religion or belief	Christian	40%	40%
	Muslim	10%	10%
	Other	4.5%	4.5%
	No religion	30%	30%
	Religion not stated	17%	17%

3. Equality impacts

With reference to the [guidance](#), please describe what are the equality and socio-economic impacts for residents and what are the opportunities to challenge prejudice or promote understanding?

The change is unlikely to be discriminatory in any way for people with any of the protected characteristics; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation or marriage and civil partnership. Propensity to commit anti-social behaviour offences is not a protected characteristic nor is any person with a protected characteristic more likely to commit an anti-social behaviour offence.

The proposal is unlikely to have a negative impact on equality of opportunity for people with protected characteristics as it only restricts the committing of anti-social behaviour offences.

There are only very limited opportunities for advancing equality of opportunity for people with protected characteristics. However, this will be borne in mind and opportunities will be explored.

The proposal is unlikely to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Islington. By tackling anti-social behaviour across the borough, the proposed scheme is likely to make the fostering of good relations easier.

The proposal is not a strategic decision where inequalities associated with socio-economic disadvantage can be reduced. However, wherever possible this will be done.

4. Safeguarding and Human Rights impacts

a) Safeguarding risks and Human Rights breaches

Please describe any safeguarding risks for children or vulnerable adults AND any potential human rights breaches that may occur as a result of the proposal? Please refer to **section 4.8** of the [guidance](#) for more information.

The proposal looks to restrict anti-social behaviour so that residents and others in the borough can freely enjoy public spaces such as park without fear of anti-social behaviour.

By actions such as restricting the exercising of dogs in children's play parks we wish to safeguard children. These restrictions have been in place for many years and we are just looking to legally extend them for a period of three years to maintain our high levels of safeguarding.

Likewise, the street drinking order does not ban drinking in public places but enables authorised council officers to ask people to stop drinking where they have reason to believe

that if they do not, alcohol-related nuisance and annoyance is likely to occur and require individuals to surrender the alcohol and any opened or sealed containers.

These powers are not intended to disrupt peaceful activities and are used explicitly for addressing nuisance or annoyance associated with the consumption of alcohol in a public place. It is not a criminal offence to consume alcohol within a designated area. An offence is only committed if the individual refuses to comply with a Police Officer’s request to refrain from drinking.

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

5. Action

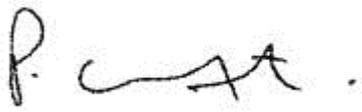
How will you respond to the impacts that you have identified in sections 3 and 4, or address any gaps in data or information?

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
None required.		

Please send the completed RIA to equalities@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.

Staff member completing this form:	Head of Service or higher
Signed: <i>Victoria Howse</i>	
Date: 5 th August 2020	Signed: Date: 10/08/20

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Report of: Executive Member for Children, Young People and Families

Meeting of:	Date:	Ward(s):
Executive	15 October 2020	All

Delete as appropriate:	Exempt	Non-exempt
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SUBJECT: Equalities in Educational Outcomes– Response to the report of Children’s Services Scrutiny Committee

1. Synopsis

1.1 In June 2020, Executive received a report from the Children’s Services Scrutiny Committee which examined Equalities in Educational Outcomes. The scrutiny report proposed fourteen recommendations to offer the best support to pupils. This report proposes actions to be taken in response to the recommendations.

2. Recommendations

2.1 To welcome the findings of the Equalities in Educational Outcomes Scrutiny Review

2.2 To agree the responses to the Review as set out in Section 4 of this report.

2.3 To note that the Review and these responses fit within the wider context of an Equalities Action Plan

2.4 To agree that officers report back on progress to the Children’s Services Scrutiny Committee in one year’s time.

3. Background

- 3.1 Between July 2019 and April 2020, the Children's Services Scrutiny Committee conducted a review of Equalities in Educational Outcomes. In carrying out the review the Committee met with young people, parents, head teachers, council officers and others to gain a balanced view. The Committee also considered relevant data, guidance and other documentation. Overall the review focused on the inequalities faced by young people from disadvantaged White British and Black Caribbean backgrounds throughout their education. Although the Committee recognised this as a national issue, they concluded that we must not wait for a national solution, and as part of its commitment to fairness and equality, Islington Council must seek to address these inequalities at a local level.
- 3.2 The Committee also recognised that the causes of these inequalities are complex, with no simple solution, and that progress may be incremental. The Committee noted progress made over recent years on this issue and hopes that the review will further support this agenda by further highlighting the inequalities in educational outcomes and by proposing practical changes to address these.
- 3.3 This is a formal response to the fourteen recommendations that have been made in response to the evidence received. These are related to values, aspirations and relationships, supporting children and young people's wellbeing through the curriculum; developing school processes to offer the best support to children and young people; and developing council services. This report outlines the current response to those recommendations.
- 3.4 In our response we must also acknowledge the significant additional challenges that have impacted disproportionately on already disadvantaged groups as a result on the COVID-19 pandemic and subsequent lockdown period since the Scrutiny Committee carried out its original work. One consequence is the strong likelihood of inequalities being further embedded. In addition, the aftermath of the brutal murders of George Floyd and Breonna Taylor has further sharpened our focus and determination to bring about decisive change in relation to the inequalities we see in our educational outcomes in Islington. A robust and ambitious 'Return to School' recovery programme, underpinned by the delivery of a recovery curriculum, is in place and many of the actions that form part of the recovery plan are both influenced by and incorporated into our response to the recommendations flowing from the scrutiny.

The process of Scrutiny has been a catalyst for other work in the People's directorate and these recommendations and the response sit as parts of a wider, overarching and strategic approach to equalities work.

- 3.5 There is further work to do but we are ambitious about eradicating existing inequalities in education, intensified by the COVID-19 disruption. This demands that we all take a deep look at ourselves, understand the pain and injustice caused by our systems and take steps that lead to long lasting change. Sitting behind this response is therefore a strong commitment to address inequality, equity, diversity and inclusion across the People Directorate and the Council as a whole and we will ensure there is a coherent approach to our work. Workshops for managers have already taken place and will continue in September and beyond to set the ambition, with the long-overdue need to respond robustly to address racial inequality and systemic racism here in the UK forming the starting point for our conversations.

Staff and services supporting the delivery of the actions set out in this report will work even more collaboratively to reflect and further implement specific measures and clear lines of accountability that result in sustainable improvements and positive, lasting outcomes for our adults, children and young people. Choosing to stand so that the lives of our children, young people, adults and colleagues are valued is no longer an option; it is now non-negotiable.

4. Response to the Scrutiny Committee recommendations

Values, Aspirations and Relationships

4.1 Recommendation 1: Islington Council should continue to support schools in developing their relationships with parents/carers to ensure school staff understand the communities they serve. School leaders may wish to explore the make-up of their communities and raise awareness of unconscious bias through cultural competency training in staff induction materials and staff and governor training sessions.

Through the Equalities Reference Group made up of officers and headteachers, we have compiled a Best Practice Charter for Engaging Parents, Pupils and Communities. This is based on good practice existing in Islington schools and settings and work is ongoing with schools and settings to ensure a post-Covid relaunch, with wide adoption and impact. This will be monitored by the Equality Reference Group through surveys, school websites and the completion of the cultural competency audit tool.

We will use good practice at Upward Bound which was highlighted in the background research of the Scrutiny Committee. This will be particularly in relation to building relationships with parents/carers and listening and responding to the voices of children and young people. This work will begin in the autumn term with a group of schools and will be used as a template for future work with schools (Upward Bound is a programme aimed at raising attainment and aspirations for young people from Islington secondary schools funded by the Dame Alice Owen Foundation and run in partnership with Islington Council and London Metropolitan University. A team of specialist teachers, group leaders, student ambassadors and peer mentors and provide a model for breaking the cycle of low aspiration and achievement, changing lives by enabling pupils to achieve and supporting their progression post 16).

Following cultural competency training in November 2018, Islington officers have created an Unconscious Bias training session, with 15 schools having taken up the offer of training. The session has also been delivered to governors. Extensive separate Unconscious Bias work was carried out in spring and summer terms with all secondary English, maths and science departments to address the issues in relation to GCSE teacher assessment. We will continue to deliver this work to a range of audiences and ensure meaningful and impactful follow-up in schools.

We will make available the Governors' equalities training to targeted groups of governors and follow up through governors' briefings and meetings with chairs of governing boards

on governors' intentions to make equalities a standing item on the agenda at meetings. See Section 4.10 for more detail of actions proposed to improve the diversity of school governors.

We will also research other examples of good practice outside of Islington to further develop cultural competency training and staff induction materials.

Work has commenced to engage with several community groups/parents. To date meetings have been held on the 18th and 24th August 2020 with community organisations. Further meetings will be held in September with parents. These meetings have been organised in conjunction with Public Health, Early Help, Pupil and Early Years Services. As schools return in September, Pupil Services will be monitoring attendance on a weekly basis and working in collaboration with schools to meet with community groups/parents that remain anxious about returning to school.

4.2 Recommendation 2: Islington schools should revisit the aspirational values embedded in their work. Schools should be encouraged to reflect on whether their values and aspirations are meaningful for all of their communities, particularly those from underachieving groups.

Since the introduction of the revised Ofsted Framework in September 2019, schools have been using it as an opportunity to review and refresh the aspirational values that embed their work. Schools need to demonstrate a broad and balanced curriculum that meets the needs of all pupils, particularly those from underachieving groups. Schools are developing statements, identified as their "curriculum intent", which summarise how they will design the curriculum so that it is accessible for all pupils and how they will ensure that all groups achieve the expectations of the national curriculum. These "drivers" that underpin pupils' access to the curriculum are evidenced based strategies, interwoven through a refreshed set of progression maps that guide teachers and pupils.

Schools that have been inspected by Ofsted prior to and following September 2019, have been successful in demonstrating with confidence this approach to designing an inclusive learning environment and curriculum.

We will further support and encourage our schools to reflect on whether their values and aspirations are meaningful for all of the communities they serve, particularly those from underachieving groups, by using some of the strategies outlined in the body of this report (e.g. Belonging and Place) and our 'Return to School' programme (e.g. the Recovery Curriculum) to ensure that our children's aspirations and lived experience are reflected in curriculum intent.

4.3 Recommendation 3: Islington schools should consider the identification of suitable role models and mentors to work with children and young people. It is important that role models and mentors are relatable to the borough's different communities.

We will be encouraging schools to use every opportunity to provide community role models for the children and young people they serve. This might be through approaches to recruitment and promotion at all levels as well as through careful choices of agencies used for interventions including mentoring, catch-up and assemblies.

Our diverse offer of role models and mentoring will also be sustained and deepened through programmes such as 'Upward Bound' (see 4.1 above), the Islington Youth Council, the work of Arsenal in the Community and Big Alliance as well as our enrichment programmes such as World of Work, 11 by 11, Science for Life, Music in Education.

We will continue to develop these and other mentoring opportunities to ensure that our offer reflects the borough's different communities.

Our work in supporting and quality assuring Mother Tongue Supplementary Schools will continue to play a major role in providing strong role models from a range of communities in Islington and we will be working more closely with these organisations to align their working more with mainstream schools and to encourage them to put forward candidates to become school governors This is part of a more explicit collaborative relationship with MTSS organisations.

Supporting children and young people's wellbeing through the curriculum

4.4 Recommendation 4: Committee considers that the wellbeing of children and young people should be supported through the school curriculum. From September 2020 the new statutory health education curriculum will provide an opportunity for schools to reflect on how well they address pupil wellbeing through personal, social and health education (PSHE), including strategies for dealing with stress, sleeping and eating well. They should also aim to provide age-appropriate life skills lessons to support their personal development journey to adulthood. If possible, and within school budgets, schools could consider appointing dedicated and specialist staff to support children and young people who would benefit most from such approaches.

As we prepare for return and recovery in September, addressing friendships, family, relationships and health through PSHE lessons has never been more important. The Health and Well Being Team are providing updated lessons now which are available at IslingtonCS and are free to all Islington schools.



Whole school curriculum overview						
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Autumn 1	Physical health and wellbeing Curriculum	Physical health and wellbeing What keeps me healthy?	Drugs, alcohol and tobacco education Tobacco is a drug	Identity, society and equality Democracy	Physical health and wellbeing It's the neck	Sex and relationship education Healthy relationships / How long is a week?
Autumn 2	Keeping safe and managing risk Childline	Mental health and emotional wellbeing Friendship	Keeping safe and managing risk Substance use 1 and 2, step 5	Drugs, alcohol and tobacco education Making choices	Identity, society and equality Discrimination, diversity and prejudice (lecturing / lecturing / lecturing)	Sex and relationship education Healthy relationships / How long is a week?
Spring 1	Identity, society and equality Me and others	Sex and relationship education Boys and girls, families	Mental health and emotional wellbeing Thoughts and challenges	Physical health and wellbeing What is important to me?	Keeping safe and managing risk When things go wrong?	Drugs, alcohol and tobacco education Weighing up risk
Spring 2	Drugs, alcohol and tobacco education What do we put on and on to bodies?	Sex and relationship education Boys and girls, families	Identity, society and equality Celebrating differences	Keeping safe and managing risk Fighting back	Mental health and emotional wellbeing Feeling safe inside	Identity, society and equality Human rights
Summer 1	Mental health and emotional wellbeing Feelings	Keeping safe and managing risk Factors and outdoors	Careers, financial capability and economic wellbeing Setting, spending and saving	Sex and relationship education Going up and changing	Drugs, alcohol and tobacco education Different influences	Mental health and emotional wellbeing Feeling safe
Summer 2	Careers, financial capability and economic wellbeing My money	Drugs, alcohol and tobacco education Medicines and me	Physical health and wellbeing What helps me change?	Sex and relationship education Going up and changing	Careers, financial capability and economic wellbeing Earning and saving money	Keeping safe and managing risk Keeping safe - not just about it!

The 2020 YMPSHE includes lessons covering the statutory curriculum requirements for health and relationships as well as relationships and sex education (RSE) lessons. Secondary schools can adapt YMPSHE Year 6 RSE lessons, as many Year 7 pupils will not have experienced their full, enjoyable and useful PSHE curriculum this term due to the pandemic. The DfE has stated that schools can adopt a phased approach to teaching the

statutory curriculum – for example if schools need more time to consult and engage parents. This must be in place by the beginning of the summer term, April 2021.

Schools have access to a full suite of materials on [IslingtonCS](#) (Healthy eating and cooking skills) that are designed to support pupils and families.

Additionally, in June 2019 Islington was successfully awarded 'Trailblazer' status as part of a national NHS and schools in England initiative to provide trained mental health support. Please see Recommendation 8 for more detail.

From September 2020, Islington Council will participate in the DFE programme: "Wellbeing for Education Return". The package will aim to maximise local authority support to schools and colleges in the Autumn term. At the time of writing the report we are unable to confirm funding arrangements, however it will be determined by the number of state-funded education settings in Islington. Support will be provided to the local authority before it is offered to schools. Nominated staff from every local state-funded school and college will have access to the training and support from the local authority team during the first half of the autumn term. Support and training will be split into manageable, accessible sessions that can be delivered as twilight webinars.

Important Council initiatives such as World of Work, 11 by 11 and Music in Education have a vital role in supporting well-being through the curriculum. It is vital that we ensure that the offer of involvement in these initiatives is equitable and open to all. We will continue to develop these and other opportunities to provide age-appropriate life skills activities to support children's personal development, encouraging schools to develop the new role of Mental Health and Well-being lead. This will be particularly important in a Covid context.

4.5 Recommendation 5: Islington Council should encourage schools to offer a broad, inclusive curriculum for all pupils up to Year 11, including the arts and digital and other technologies, to ensure that everyone can enjoy their learning and optimise their skills in order to progress to a successful adult life. A broad curriculum would reflect the new Ofsted Framework for inspection and support Islington Council initiatives such as 11 by 11 and the 100 hours of the World of Work.

All schools are required to provide a broad and inclusive curriculum for all pupils up to Year 11 and it is the strong implementation of this requirement which is of particular importance in tackling issues of inequality. Schools are reviewing their curriculum offer in light of the revised Ofsted Framework introduced in September 2019 and in particular in light of COVID-19 and the resulting interruption of learning that has impacted on schools.

Schools are being supported by Islington Council through regular network meetings with curriculum leaders and clear guidance has been provided to schools in relation to what needs to be taught, the best ways to teach a subject and how to use resources within a subject that reinforces currently health and safety guidance. Schools are rightly being challenged in light of recent world events to consider the curriculum as an equality agenda and ensuring that their curriculum is relevant to the young people of today, acknowledges the past and challenges diversity, inequalities and stereotypes.

Particular attention and focus is being given to ensuring that 11 by 11, Music Education Islington and the 100 hours of work initiatives are embedded in a sustained approach to enrichment so that pupils are able to link their learning and skills to cultural and employment opportunities in the future.

As schools welcome all pupils back to school in September, a revised model is being shared with all schools so that they can access the Islington Council initiatives.

Schools are also considering the Islington Recovery Curriculum, based on 5 recovery levers – relationships, community, transparent curriculum, metacognition and space. These levers are fundamental in reigniting the national curriculum. Work has already been undertaken with cultural and world of work partners to use the recovery curriculum to support their work with schools and to help shape their offer to schools in the autumn term and beyond. Islington Council is committed to supporting schools offer the full breadth of the national curriculum within a context of COVID-19. Therefore, we are working constructively to reduce the digital divide across the council and supporting schools and disadvantaged families with increasing access to digital technology so that learning can be maximised beyond the confines of the school gate.

4.6 Recommendation 6. As teachers are increasingly aware, and research studies confirm, setting pupils can contribute to feelings of segregation and lower aspirations for young people. We encourage Islington schools to further explore flexibility in groupings and consider minimising or removing setting where appropriate. Issues for consideration should include opportunities for movement between sets and/or how teachers are allocated to sets and year groups to ensure the most effective use of teaching experience and expertise. Islington Council should help to raise awareness of the impact of setting through the Community of Schools and governor briefings.

The School Improvement Service has strong links with UCL and has utilised those links to ensure that research on the impact of setting on equality and equity in education has been widely shared through headteacher and deputy headteacher networks, through subject leader meetings and through work in schools. This information will also be shared with governors. This work is an ongoing priority for our work with school leaders and has already impacted on practice in several primary and secondary schools. This will be monitored through the WiSS process and where there are barriers to learning as a result of setting, governors and school improvement will support leadership teams to explore solutions in light of the information shared by UCL.

Developing school processes to offer the best support to children and young people

4.7 Recommendation 7: Islington Council should support schools in developing clear strategies for raising the achievements of any underachieving group within their school, taking into account approaches identified as best practice within the Islington Community of Schools. Islington Council should also support governing bodies in their oversight of underachievement and equality issues. The Committee welcomes the work already underway to achieve this.

Islington Council welcomes the recommendations and acknowledges that there is more to be achieved in order to reducing the attainment gap for all under achieving groups.

Although it is acknowledged that Islington outcomes for many disadvantaged groups are making improvements, there is still more to be achieved. The School Improvement Service, through the 'Work in Support of Schools', is working with schools to develop and share good practice and challenge where appropriate to improve the practice of professionals and outcomes. Schools are expected to know their cohort, to analyse their data and to intervene to remove inequalities in pupil outcomes. The School Improvement Service will be strengthening these conversations in the autumn round of school meetings to ensure that schools have clear strategies in place to tackle inequalities in their contexts.

The effect of COVID-19 and the impact it may have on future outcomes brings many significant challenges to schools. The government has announced £1 billion of funding to support children and young people to catch up.

- This includes a **one-off universal £650 million catch-up premium** for the 2020 to 2021 academic year to ensure that schools have the support they need to help all pupils make up for lost teaching time.
- For Islington pupils this equates to approximately £80 per child.

Although all children have had their education disrupted by the coronavirus (COVID-19) outbreak, it is likely that many ethnic minority, disadvantaged and vulnerable groups will have been hardest hit. We will expect schools to use the catch-up funding to ensure targeted interventions with underachieving groups using evidence based approaches. This will be monitored through the WISS approach referenced above.

- Alongside the universal catch-up premium, schools will have access to a **£350 million National Tutoring Programme** to provide additional, targeted support for those children and young people who need the most help.

Both programmes are scheduled to commence in September 2020, with full implementation by October 2020.

Schools have nominated a "catch up" leader in each school. School Improvement will be meeting with these leaders to support them with expectations, timescales and implementation of both funded programmes. Meetings will be held each half term and "catch up" leaders will be further supported with a fortnightly newsletter directing them to appropriate resources, timescales etc.

In addition to the named national programmes, Islington School Improvement secured a grant for £125,000.00 to support Y6 disadvantaged pupils from the Richard Reeves Foundation. The intervention programme provides a Chrome Book for each identified pupil and 3 hours per week of additional online learning (Reading, Maths, SPAG (spelling, punctuation and grammar) from October until May 2021. The catch programme has been written by the School Improvement Team and they will work in conjunction with the Y6 teachers to implement and monitor the impact of the intervention. An important part of this monitoring is the use of data to direct targeted interventions at pupils and groups of pupils who are in danger of falling further behind. Schools will keep the Chrome Books at the end of the academic year, and they will then be distributed to the new cohort of Y6 pupils.

The role of governors will be critical in holding schools and leaders to account for the nationally funded programmes, the Year 6 intervention and for attainment and progress

and underachievement across all years and groups. Training will be provided for governors that will focus on the following:

- Key attainment and progress issues in schools
- How to understand data
- Key questions to ask about the impact of interventions
- What are the criteria for selecting effective interventions and the role of the Education Endowment Fund (EFF)?

4.8 Recommendation 8: Islington Council should continue to encourage schools to make best use of iTIPs and adopt other supportive approaches to understanding the behaviour of children and young people. As far as possible, all school staff are encouraged to be trained on how to recognise and respond to symptoms of trauma in children, young people and their parents/carers.

A number of approaches to working with and understanding the behaviour of young people have been developed in Islington and have been seen to have positive impact on schools' work to mitigate the impact of discrimination and trauma for all groups and of racism in particular for Black, Asian and Minority Ethnic young people. These are available to all of our schools and all schools are strongly encouraged to take up the offer through work with leaders and governors.

Islington Mental Health and Resilience in Schools (iMHARS)

The iMHARS framework helps schools understand the seven aspects (components) of school life that can support and contribute to pupils' positive mental health and resilience. The seven components were created from a wide body of evidence and have been developed and tested in Islington schools. The framework can be used in schools to audit support in place to meet the needs of vulnerable pupils, and preventative measures for all pupils. 66% of Islington schools have used the iMHARS framework to improve practice and develop a whole-school approach to mental health. We aim to increase the % of Islington schools by 10% each year, while continuing to monitor and support schools in revisiting their ongoing work.

Islington Trauma Informed Practices in Schools (iTIPS)

This programme aims to help schools embed a whole-school trauma strategy. Each iTIPS school has a 'champion' from Islington CAMHS and the EP service to train staff and support the development of the approach, which draws from the ARC (Attachment, Regulation and Competency) framework. iTIPS has been piloted in three phases (2017-2020) and currently includes nineteen primary schools, three secondary schools, including New River College and three Children's Centres and nursery schools. We plan to increase this by 6 schools each year subject to further funding.

Further roll-out of these programmes will be directed towards schools with higher levels of exclusion.

Mental Health Support Teams 'Trailblazer'

Additionally, in June 2019 Islington was successfully awarded 'Trailblazer' status as part of a national NHS and schools in England initiative to provide trained mental health support. Trailblazer sites will test how the development of Mental Health Support Teams (MHSTs) can work with schools, local authority and other services to improve earlier identification and intervention, thereby reducing waiting times for specialist NHS mental health services.

MHSTs will be based in and near schools. Islington will develop two teams, North and South of the borough, so that every child in an Islington school will have access to a MHST. The MHSTs will:

- Build on support already in place e.g. school counsellors, nurses, educational psychologists, voluntary sector, programmes such as iMAHRS and iTIPs
- Support children and young people with mild to moderate mental health issues e.g. exam stress, behavioural difficulties or friendship issues
- Help children and young people with more severe needs to access the right support, and provide a link to specialist NHS services

The Department for Education will also fund training for senior mental health leads in each school in the MHST area to ensure a 'whole school' approach to mental health and wellbeing. All Islington schools will be supported and encouraged to participate. This compliments and links with the DFE training support mentioned in Recommendation 4.

'Belonging and Place'

In researching successful approaches to equality and inclusion, we identified a body of research on '[Belonging and Place](#)', led by Kathryn Riley, Professor of Urban Education at UCL

The research suggests that one in four children report a feeling that they don't belong¹. It is also suggested that children from disadvantaged communities are twice as likely as their more advantaged peers to feel that they don't belong², and four times more likely to be excluded³.

For some children, if they don't belong in school, they don't belong anywhere.

Schools come into their own when they recognise that each child, each young person, each adult who passes through the school gates brings their own story into the life of the school

The research evidence also shows that a sense of belonging in school leads to improved academic outcomes, and has a strong association with positive social outcomes such as health and wellbeing, increased student motivation and reductions in absenteeism⁴. This evidence is particularly important for our thinking in relation to Islington's underachieving groups.

Recent evidence from the Trends in International Mathematics and Science Study (TIMSS, 2019) also shows a strong link between children's sense of physical and emotional 'safety' in school and their academic performance in maths and science.

It is also suggested that an impact of exclusion and a sense of not belonging can mean that disaffected or excluded children and young people therefore search for a sense of belonging elsewhere, and may find it in extremism, self-harming or gang membership. The research also recognises the key role of schools as one of the very few shared social institutions that can create a sense of belonging or exclusion.

This work reflects Islington's 'Fairer Together' approach, the Islington Parents SEND Charter and the recommendations from the Scrutiny Board to develop inclusion and

¹ OECD (2017). PISA Results 2015 (Volume III).

² OECD (2013). PISA 2012 Results in focus. What 15-year-olds know and what they can do with what they know. Paris, France: Organization for Economic Cooperation and Development..

³ The Fair Education Alliance (2017). Report Card 2016–2017.

⁴ Goodenow, C., & Grady, K. E. (1993). The relationship of school belonging and friends' values to academic motivation among adolescent students. *Journal of Experimental Education*, 62(1), 60–71.; Louis, K. S., Smylie, M., & Murphy, J. (2016). Caring leadership for schools:

We have provided advice and guidance to all Islington Schools on [Attendance and Behaviour](#) as one of twelve priorities in our Covid-19 'Back to School' plan. This guidance stresses that:

- All school staff should be aware of the negative impact that adverse and traumatic experiences and distressing life events, such as the current circumstances, can have on the mental health of pupils, parents and colleagues
- Schools may also experience an escalation in behaviour that challenges as children return to school
- While exclusion powers remain, schools must still be non-discriminatory, reasonable, fair and proportionate. Proportionality of any exclusion will differ hugely in the current climate. Alternatives to exclusions will be crucial in this time of national emergency.

The guidance contains further suggestions on how schools might amend their behaviour policy in light of the current circumstances (e.g. the need to maintain social distancing).

We will carry out an audit across a sample of schools behaviour policies during Autumn Term 2020, taking into account [Behaviour and Discipline in schools](#) statutory guidance requirements, to support the further development of positive behaviour policies in all schools. The audits will include evidence from pupils, systems and observations. We will also consider the agreed core values that sit beneath the policies as well as the outcomes sought. Good practice will be captured and presented to all schools through our interactive [Behaviour Handbook](#), including examples of good policies that reflect the criteria set out in the above recommendation.

4.10 Recommendation 10: Islington schools should review their staff appointments to ensure that, wherever possible and in all kinds of posts, these reflect local communities. Schools and the local authority should also review appointments to governing bodies to ensure that they reflect the borough's communities.

We will be working closely with school leaderships and with Islington Schools' HR to ensure that inclusive recruitment practices are in place so that the recruitment process - from advertisements through to interviews and final appointments – reflects local communities. Work starts in September with leadership and governing boards in two secondary schools on cultural competency and unconscious bias training with a focus on recruitment which will be used as a model for work across Islington schools.

To increase the supply of leaders from ethnic minority backgrounds we will be working in partnership with the Angel Islington Teaching School Alliance on the GLA funded Stepping into Leadership programme held at EGA that aims to equip minority ethnic teachers with the leadership skills, personal confidence and professional networks to make a successful application for promotion. The programme offers high quality relevant learning for minority ethnic teachers, opportunities to connect with successful, inspiring minority ethnic leaders and access to a local network of minority ethnic leaders that continues beyond the lifetime of the programme. We have ensured that Islington teachers have access to this training and will actively encourage recruitment to Islington schools for strong candidates.

We will host in an Islington school a one-day workshop funded by the GLA and facilitated by Dr Nicola Rollick, an academic, consultant and public speaker specialising in racial justice in education and the workplace. In January 2019 she was appointed Specialist Advisor to the Home Affairs Select Committee's Macpherson 20 Years On Inquiry. The

workshop is aimed at senior school leaders and will offer an overview of key debates, arguments and theory about race and racism. Using a mixture of small and whole group activities, participants will explore concepts such as white privilege and everyday racism and examine their relevance to education. The workshop will also identify practical ways of foregrounding racial justice in school leaders' professional relationships with others

We have started work to encourage a wider representation from Islington's communities on governing bodies. Actions planned to achieve this include:

- An equality impact needs assessment on governance of schools, taking into account who is affected by the function of governors, what we want to achieve and the desired improvements and benefits
- A survey of current BAME governors – what more can we do to support them and do they have suggestions for recruiting more governors from black and ethnic minority groups
- Advice to schools about recruiting parent governors that reflect the schools population
- A Communication Campaign to recruit a wider representation of governors that includes targeting of Council staff
- Presentations to community groups about the role and benefits of becoming a school governor
- An improved training offer so that current and new governors are better supported and equipped with the skills and knowledge needed so that they can be confident in the role.

4.11 Recommendation 11: Best practice in supporting young people and their parents/carers across transitions should be shared throughout Islington's Community of Schools. This should focus on all transitions from early years to post-16. This could include enabling staff to liaise with other education settings about the needs of pupils prior to transition, developing pupil resilience prior to transition and providing support for lower achieving and vulnerable pupils throughout and beyond the process.

We have produced a range of approaches, materials and guidance for schools to support all stages of transition from early years to post 16. Good examples are the set of resources to support [Year 6](#) pupils, parents and teachers as they prepare for their transition to secondary school, including wellbeing as well as specific curriculum areas; and the work done with a system change focus across services to target young people in danger of becoming NEET post 16. These will be monitored and updated based on feedback from pupils, parents and teachers.

Transition from early years to school settings is well-supported and prioritised by both sectors.

There are also a number of specific programmes supporting transition for vulnerable groups (Council, Health and Voluntary and Community Sector). To date they have operated independently. To improve planning, we have brought the programme leads for these groups together in a forum, mapped provision for this year so that we can analyse any overlaps or gaps, ensure that all groups are represented, and to prepare for collaborative planning for next year to maximise efficiency and effectiveness and bring about system change to future ways of working. We will be tracking those individuals supported to

assess impact. Once we have a base line, it will be possible to consider future targets, informed by improved data analysis.

As part of our COVID-19 response, transition will continue to have a major planning and intervention focus that supports resilience building and ensures particular support for lower achieving and vulnerable pupils before, throughout and beyond the transition process, based on best national practice.

Developing Council Services

4.12 Recommendation 12: Islington Council should continue to raise awareness of equalities issues among all staff through historical and local contextual information regarding specific communities and should provide unconscious bias and other relevant training to encourage fairness

Council Services are committed to raising the awareness of and challenging equality issues. Challenging conversations and workshops have been provided for all staff to attend. "Rethinking Diversity" has been successfully run by the People directorate with more sessions planned over the academic year. The Challenging Inequality Programme (CIP) team will work with directorates to develop challenging inequality action plans. Unconscious Bias training is being provided for all teams within the Learning and Schools directorate. This will take place in the autumn term. Learning and Schools in conjunction with Schools HR will explore historical and local contextual information and share this through a series of head teacher meetings to raise awareness within school communities, including governors.

4.13 Recommendation 13: Islington Council should review how it supports schools to use data related to Black Dual/Mixed Heritage groups of children and young people. This may include using the data to plan a series of assemblies and school topics/educational experiences that reflect differences in self-definition and personal identity among this group; e.g. post-Windrush 'Black Londoner' or 'Black British' as opposed to the diaspora-related 'Black Caribbean'.

The School Improvement Service will work with the council's data team and with schools to ensure that there is appropriate support for the sensitive analysis of the data available for schools and settings with appropriate responses.

A resource bank of culturally inclusive assemblies has been created for schools and made available on Csonline and these will be added to with further materials that will allow schools to reflect the diverse communities that they serve.

A culturally competent curriculum audit tool has been developed to support schools in offering a more inclusive curriculum. We will continue to support school leaders through the provision of resources and advice from within the council and wider, in particular working with schools and settings to decolonise their curricula and make diversity a priority in approaches to ethos, lesson planning and delivery.

User voice is very important in this context. We will use work we have planned with three secondary schools as well as the work on Belonging to explore parents, carers and young people's notions of identity and self and feed outcomes into policy and practice.

4.14 **Recommendation 14: To improve outcomes to children and their families, Islington Council's social care and early help services should further develop their interactions and work with schools. This could include engaging with schools to review systems and processes jointly with the aim of ensuring that they are as effective as possible for all parties. Islington Council should also consider if it can help to enhance the relationships between schools and key partner organisations, such as the Police and voluntary sector.**

Improving collaboration between service to improve outcomes for all children with a focus on those who are systematically underachieving has been a key strategic priority for People Services, and as a consequence, our local offer has developed considerably over the last 12 months as follows:

- An expanded SEMH emotional wellbeing pathway, including Barnardo's (new contractual relationship); Emotional Wellbeing Workers (new roles); Social Prescription (Third Sector / Universal Services pilot); online counselling (Kooth – new service)
- Full integration of CAMHS and the emotional wellbeing pathway within the Children's Services Contact Team (CSCT) (live from September 2019).
- Mental Health in Schools Teams (see Recommendation 8 above)
- Review of Early Help Services and relaunch for September 2020 with a much sharper focus on pushing support 'in' to schools (rather than schools needing to refer 'out')
- A renewed sharpness to the work of the Progress team with strong cross working with School Improvement and schools to ensure that the right young people are targeted for the right interventions and blockages to effective practice are smoothed out

The new / reorganised Services and pathways have been promoted to schools through briefings, communications and direct contact; schools are generally the highest referring agency.

'Team Around the School' (TAS) is a partnership that enables schools and other family support services, including Social Care and Early Help services to meet on a regular basis and have a shared conversation about children they may be worried about. This means that early help and intervention can be put in place to stop concerns escalating.

We are developing a local TAS model as an effective framework for enabling information-sharing, by setting out a local protocol and making better use of virtual platforms to improve sustainability. This will be underpinned by each schools data protection arrangements.

We will continue to build on these and other initiatives to further develop relationships and interactions between schools and services to the benefit of children and families.

Currently a named police officer is linked to each of our secondary schools and there are four dedicated police officers covering our primary schools as part of a Safer School programme that focuses on prevention and engagement through education rather than law enforcement.

At the beginning of every term, each school is provided with a primary engagement programme that explains the type of contact and presentations that a safer schools police officer can offer to students. Topics can cover drugs, knife crime, cyber bullying, online safety, child sexual exploitation, and mobile phone theft amongst others.

We will continue to work closely with the Police to further enhance relationships with schools.

5. Implications

5.1 Financial implications:

All of the recommendations are being implemented within existing budgets with the exception of part of recommendation 4 where in June 2019 Islington was successfully awarded 'Trailblazer' status as part of a national NHS and schools in England initiative to provide trained mental health support. The Trailblazer funding is being provided by NHS England for 2019/20 and 2020/21 (£160k and £588k respectively). £19k of this funding in 19/20 and £76k in 20/21 will come to the Council, with the rest going to the CCG.

Recommendation 7 is funded by the DFE for the academic year of 2020 – 21. The Richard Reeves grant is fully funded and brings no additional cost to the school.

5.2 Legal Implications:

The Public Sector Equality Duty requires the Council to have due regard to the need to remove or minimise disadvantages, suffered by persons who share a relevant protected characteristic, that are connected to that characteristic, to take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, to advance equality of opportunity and to encourage persons who share a relevant protected characteristic to participate in public life.

Additionally, under Section 158 of the Equality Act 2010, it is lawful for the Council to take action to compensate for disadvantages which it reasonably believes are faced by people who share a particular protected characteristic. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

Positive action is lawful if it is taken to:

- a) Enable or encourage people who share a protected characteristic to overcome a disadvantage connected to the characteristic;
- b) Meet the needs of people who share a protected characteristic where those needs are different to those people who do not have the characteristic; or
- c) Enable or encourage people who share a protected characteristic to participate in an activity in which their participation is disproportionately low.

The Council must also have regard to the overriding duty placed on public authorities to act fairly, lawfully and reasonably in the exercise of their functions and powers.

5.3 Environmental Implications

The actions proposed in this report do not have any environmental implications beyond those associated with standard office usage and are unlikely to significantly change the existing impacts of the services.

5.4 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.

Resident Impact Assessments will be undertaken as part of the process of developing and implementing policies and actions arising from this report.

6. Reason for recommendations

- 6.1** This report details the Executive's response to the recommendations from the Children's Services Scrutiny Committee.

Final report clearance:

Signed by:



6 October 2020

Executive Member for Children, Young
People and Families

Date

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Report of: Executive Member of Finance and Performance

Meeting of:	Date:	Ward(s):
Executive	15 October 2020	All

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SUBJECT: PROGRESSIVE PROCUREMENT STRATEGY 2020/27

1. Synopsis

- 1.1 The Procurement Strategy 2015/20 was adopted by the Executive on 18 June 2015 and continues to operate until the new strategy is agreed.
- 1.2 This report summarises the Council’s proposed new Progressive Procurement Strategy 2020/27.

2. Recommendations

- 2.1 To recommend the new Progressive Procurement Strategy 2020/27 for approval.
- 2.2 To note that an implementation plan will be developed, pending the strategy’s approval.
- 2.3 To note that the Commissioning and Procurement Board will undertake an annual assessment of progress in delivering the strategy.

3. Background

3.1 The Procurement Strategy 2015/20 was adopted by the Executive on 18 June 2015 and continues to operate until the new strategy is agreed. As a matter of policy, the strategy is a decision matter which has been reserved for the Executive.

3.2 The Progressive Procurement Strategy 2020/27 sets out the general approach of the Council in regard to money spent with third parties. Consequently, the strategy as usual comprises approaches to wider supply chain matters such as commissioning and contract management. The strategy is supported by the Council's Procurement Rules and individual service and commissioning plans.

3.3 The new Strategy marks a significant change from the last strategy. In particular, it reflects:

- the Council's default strategy to deliver services in-house
- where there is a strong case for continuing external delivery, the Council actively seeks progressive supply partners with shared values and common ambitions
- the need to invest in strengthening the capacity of local businesses, particularly micro and small businesses, and local VCSE organisations to successfully bid for Council contracts
- the fundamental importance of the Council's supply chain and purchasing decisions to the delivery of social value and wider community wealth building objectives
- the commitment to going significantly beyond minimum national guidance on social value weighting, targeting a weighting of 20% for the majority of external procurements
- the need to strengthen procurement and contract management processes and expertise to ensure, in particular, the delivery of ambitious social value targets
- the commitment to work with fellow anchor institutions to seek opportunities to integrate supply chains and pool purchasing power, further strengthening our ability to deliver social value.

3.4 The Strategy signals and underpins the Council's ambition to leverage its purchasing power to maximise the delivery of social value to our residents and to help build a genuinely inclusive local economy. To become progressive procurement pioneers and to benchmark our performance, potentially together with local anchor institutions, against a series of long term social value targets.

3.5 Although the Strategy represents a significant shift to embrace the Council's Community Wealth Building objectives, it does not dilute the Council's focus on maximising value for money and ensuring procured services are of high quality, delivering on all contractual commitments, and based on strong supplier relationships.

4. Implications

4.1 Financial implications:

There are no financial implications arising directly from this report. Financial implications of all procurement activity is considered on a case-by-case basis.

4.2 Legal Implications:

This report seeks the Executive's approval to the new Progressive Procurement Strategy 2020/27. Under paragraph 4.1 (g) of the Constitution, the Executive has responsibility to 'consider and promote strategic and Council-wide initiatives to improve the quality, efficiency and effectiveness of the Council's services to the public' and therefore approval of the procurement strategy is reserved to the Executive.

The Council has power to approve and adopt a procurement strategy under section 1 Localism Act 2011 and section 111 of the Local Government Act 1972 which enables the council to carry out any activity that is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The commitments set out in the Progressive Procurement Strategy 2020/27 will be relevant to decisions on future council procurement of services, supplies and works which must comply with relevant UK and European legislation including the Public Contracts Regulations 2015, EU treaties, Public Services (Social Value) Act 2012 and the Equality Act 2015. The 2015 regulations implement the provisions of the 2014 European Directive on Public Procurement in the UK and embody the EU treaty principles of treating contractors equally and without discrimination and in a transparent and proportionate manner. Decisions on procurement must also comply with the usual public law principles including taking into account all relevant considerations and disregarding irrelevant ones. Relevant matters will include the public sector equality duty, the council's fiduciary duty to its taxpayers and the council's best value duty (section 3 Local Government Act 1999).

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

There are no environmental implications arising directly from this report. However, the commitment the Council takes to social value covers the economic, social and environmental implications of procurement as it arises. The strategy contains commitments to promote environmental sustainability through procurement, including reducing waste, limiting energy use and producing sustainable materials, as well as encouraging improved sustainability amongst VCSE suppliers. The Council will ensure alignment between the Progressive Procurement and Zero Carbon strategies.

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 has been completed to support the overall Strategy and is attached in Appendix 2. Individual Resident Impact Assessments are completed on procurement activity on a case-by-case basis and forms part of decision making.

5. Reason for recommendations

- 5.1 To approve the new Progressive Procurement Strategy 2020/27 to ensure on-going clarity of vision for procurement and commissioning activity in line with key Community Wealth Building objectives.

Appendices

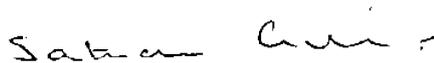
- Progressive Procurement Strategy 2020/27
- Resident Impact Assessment

Background papers:

- None

Final report clearance:

Signed by:



2 October 2020

Executive Member for
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Date

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Progressive Procurement Strategy 2020/27

Working together for a fairer Islington



Version	Date	Approved
FINAL	2 October 2020	

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Preface

Making Islington fairer

Our vision

Many of our local communities face deep social and economic challenges, driven by deprivation and inequality. The Covid-19 crisis has made things even more challenging, particularly for those residents who were already struggling in the face of deep inequalities in our society.

Islington's Fairness Commission in 2010-2012 established our approach to tackle inequality and poverty in the borough. The Commission's vision was to make Islington a fairer place and somewhere where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

This vision is even more pertinent today, as we seek to recover from the crisis and build back better. Boosting and locking-in wealth for all of our residents must be at the heart of rebuilding a Fairer Islington.

Community wealth building and procurement

A key enabler of the council's Fairness agenda is the Community Wealth Building Programme. This long term programme, that began mobilising in May 2020, is focused on reducing economic inequality, sharing wealth and increasing opportunity by creating a sustainable and inclusive local economy, underpinned by a strong community asset base and a progressive procurement approach.

It is essential that the council's spending, both direct and with suppliers, has the maximum positive impact for Islington people, especially the most disadvantaged. We want to make sure as much as possible is spent within Islington, and that the council's purchasing decisions support Islington people through creating employment, skills training and other opportunities. We also want to support and enable Islington businesses, particularly small businesses, successfully tender for council contracts. This is what we mean by **progressive procurement**.

The council spends £650million with almost 6,000 providers. Much of this spend is pre-determined and the council acts as an agent to pass the money on to other organisations. However, about half is directly commissioned by the council and it therefore has influence over how the money is spent and how it can contribute to community wealth building.

Our approach

People are often surprised that we concern ourselves with community wealth building in Islington. After all, Islington's national media image is a caricature of the wealthy metropolitan elite's main residence. Too many of our residents face economic and social hardship, driven by austerity and national economic policies, and further worsened by Covid-19.

Islington's 2010 Fairness Commission reported that there are 'two Islingtons'. Whilst we have some of the wealthiest people in the country living in the borough, we also have the fourth highest rate of child poverty. Levels of income inequality in Islington are higher than the London median, with incomes for the richest 10% of households likely to be over 10 times that of the poorest 10%.

In the wake of the Covid-19 crisis, which has seen unprecedented social and economic upheaval, we must deploy the resources of our council to support those in our communities who need help the most. More than ever, we need to make sure that every pound spent by this council reaps maximum value and benefit for local residents and businesses. Taking a progressive procurement approach is how we intend to do this.

This approach is to fundamentally tackle inequalities – the two 'Islingtons' – and help to build community wealth – a shared prosperity which is locally rooted and resilient. We intend to do this in partnership with our vibrant and dynamic community and voluntary sector, and through closer collaboration with key local partners that also have significant procurement spend and diverse supply chains – Islington's **anchor institutions**.

We believe that we should seek to deliver services **in-house**, wherever we reasonably can. Providing services in-house gives us better control of services, more flexibility around how we want to deliver services, and better protection for those delivering our key services. Ultimately allowing us to maximise the level of wealth that is locked-in for our residents and local businesses.

We accept that not everything can be delivered in-house. When we need external provision, we will seek to work with providers who share our values and are excited about a shared ambition to deliver more social value. A joint ambition to deliver high quality, value for money services, but in a manner that also delivers more social value and makes the borough fairer.

For Islington, social value means:

- including explicit outcomes, particularly more jobs, apprenticeships and work experience opportunities, in all procurement activity, with a weighting of at least 20% of the overall scoring and evaluation
- working with supply partners who pay their staff a living wage and actively develop and support their career progression

- ensuring our definition of social value embraces our response to the climate emergency, embedding targets to achieve net zero carbon emissions by 2030 across all relevant contracts
- developing and enabling strong local supply chains of businesses likely to support local employment and retain wealth locally, including locally-owned SMEs and employee-owned businesses
- leveraging the council's positive practice to influence and collaborate with key local partners that also possess significant purchasing power to maximise social value delivery.

We know that we are a major economic player in the borough, and want to make sure that our spending power has the best impact for local people. Establishing an inclusive economy that is focussed on equality, social justice, sustainability and prosperity for all, harnessing our economic power so that it changes local people's lives for the better. Progressive procurement is at the heart of these ambitions.

Impact of COVID-19

It is impossible to introduce a new seven-year strategy without considering the impact COVID-19. An impact that has been unprecedented and transformational, changing the day-to-day lives of our community in both shorter and longer terms. This has been an incredibly challenging period and our local communities, council staff and elected members, and local partners have responded in remarkable ways.

There have been numerous examples of community wealth building and progressive procurement in action:

- Mutual Aid Groups rapidly mobilising to meet basic needs of residents, working with council across a range of services
- Purchasing over £3,500 fruit and veg from Junction Road businesses, as part of food parcels
- Commissioning a local business support provider, to develop a series of business adaptation webinars
- Supporting 'buy local' through a borough-wide directory, and promoting eco-friendly deliveries
- Offering interview preparation and CV support for care sector candidates
- Reviewing social value 'asks' in affordable workspace operator appointment process and existing contracts, to meet needs of new context

- Sourcing sandwiches from borough suppliers
- Collaborating with local shops on supply of personal protection equipment.

Thousands of residents have been supported through food packages, fuel top-ups, financial support and other advice and support.

The social and economic impact of Covid-19 will be far reaching. The extent of the challenges faced by our residents and businesses are only just becoming understood. This means we will need to continue to invest time and resource into helping residents get back to work, to support our local economy and to deliver our Fairer Together programme, among other services, to mitigate the longer term impact on our community.

Rebuilding Islington

Community wealth building, and key supporting strategies such as progressive procurement, are a vital part of the council's rebuilding efforts.

Successfully implementing the Progressive Procurement Strategy 2020/27 requires us to work with local partners and supply partners in a flexible, more agile way, recognising the common set of challenges we all face across our different operating environments.

We believe that the challenges of rebuilding our community makes the case for a progressive procurement model with social value at its heart even more compelling. We also believe that there are many supply partners including local SMEs that share these values and our ambition. In return, we offer a commitment to transparency and agile working.

We also need to be bold and consider creative solutions that deliver increased wealth for our residents, help us toward a zero carbon future, and help deliver a Fairer Islington. We are therefore proud to launch the council's new Progressive Procurement Strategy 2020/27 as a key step towards a better future for our residents and local businesses.



Cllr Asima Shaikh, Executive Member for Inclusive Economy and Jobs (left)

Cllr Satnam Gill OBE, Executive Member for Finance and Performance (right)

Introduction

Our strategic approach

The strategy is built around three themes:

- Active leadership
- Progressive supply partnerships
- Delivering community benefits.

Our ambition and approach for each theme is set-out in the following pages.

For each theme, we have also identified a number of commitments that the council is seeking to deliver across the strategy's lifetime. Each of these commitments will be supported by detailed action plans and associated performance and success measures.

Theme A

Active leadership

To deliver on bold objectives, we need to demonstrate active leadership. Our goal is to be a progressive procurement pioneer, to shape a supply chain that builds community wealth and supports an inclusive economy.

Theme A: Active leadership

To deliver on bold objectives, we need to demonstrate active leadership. Our goal is to be a progressive procurement pioneer, to shape a supply chain that builds community wealth and supports an inclusive economy.

Islington is committed to unlocking the power of progressive procurement in support of an inclusive and socially just local economy. Using the economic leverage of the council, we intend to promote a progressive economic agenda that delivers for the many, not for the few.

The council has the ambition to actively shape and promote a local economy that is underpinned by the principles of equality, fairness, and economic and social justice.

Islington's Fairness Commission in 2010 set out our approach to tackle inequality and poverty in the borough. The Commission's vision was to make Islington a fairer place and somewhere where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

We know that the council plays a major role in the local economy. Every year, we spend more than half a billion pounds on contracted services. We also employ over 4,500 people. We own and lease over 500 non-residential properties, as well as making financial investments.

Understanding our economic power is central to our community wealth building agenda – and ensuring that we maximise its potential to help our residents achieve their full potential.

Our goal is to be a progressive procurement pioneer, to shape a supply chain that builds community wealth and supports an inclusive economy which enhances the quality of life of our most disadvantaged residents.

As we emerge from the Covid-19 crisis, we need to mobilise for a recovery of the local economy that works for all, and a progressive procurement approach will be central to that.

Showing leadership is essential to make Islington fairer. The council has a strong record in making Islington fairer over the course of the last Procurement Strategy. Despite 70% funding cuts, working with partners we have, for example:

- Delivered more council homes than in the last five years
- Maintained services for the community such as libraries and care for older people
- Helped over 4,000 people into work including apprenticeships
- Kept up weekly waste and recycling collections
- Became the joint first local authority to win accreditation as a Living Wage Employer in 2012 and require our contractors pay workers at least the London Living Wage
- Been the first council to sign up to the UNISON Ethical Care Charter, setting minimum standards to protect the dignity and quality of life for people who need homecare in Islington
- In-sourced council services – bringing back education, housing repairs and waste management services back in house
- Provided free school meals – one of the few councils in England to offer free school meals for all nursery and primary pupils in its schools
- Helped a thousand of people out of fuel poverty and energy useage improvements.

However, to make Islington fairer, there is more that we can and will do.

Through this progressive procurement strategy, we want to continue to encourage and amplify the award of work, supply and service contracts to companies and professionals that perform public contracts with a business model based on decent wages, stable employment, environmental sustainability and ethical behaviour, and to promote democratic participation and drive social innovation.

We want our supply partners to share the vision of a new public procurement strategy that includes the achievement of social value goals as core structural elements, not add-ons.

Social impact needs to be integrated into the entire contract cycle and feature in the process of selecting contractors that offer works, services and supplies with the aim of finding a balance between quality and price while, at the same time, fostering the values and practices of a socially responsible business model that enhance the council's objectives on a fairer place for all.

A1. A member-led authority

Showing active leadership in procurement and supply has to start from the top, which means with councillors. Councillors are democratically elected representatives and deeply understand the challenges faced by our residents and local communities.

Councillors shape the decisions taken for the people of Islington, and where the council chooses to invest its resources and efforts. Engaging councillors is fundamental to how services are delivered – promoting an economy that uses its resources more effectively, that is greener and more inclusive.

Executive members provide political leadership, strategic direction and challenge for the council. Executive members have individual portfolio responsibilities and work closely with service delivery departments. The Executive meet to:

- Take decisions and encourage integrated working across the council
- Provide a focus on political and administrative priorities and strategy
- Demonstrate leadership and governance, overseeing and scrutinising outcomes.

Executive Members have and will maintain portfolio responsibility for commissioning, procurement, contract management and supply chain activity. Given the importance of the progressive procurement strategy to the council's Fairness agenda, the **Executive Member for Finance and Performance** and **Executive Member for Inclusive Economy and Jobs** will take joint responsibility. They will be actively involved in relevant oversight boards and providing challenge on contract outcomes, including social value. They will work closely with other Executive Members responsible for commissioning and procurement across the council's different service areas.

Ensuring councillors can demonstrate active leadership

For councillors to be able to perform their roles effectively, they need access to information. We will be improving systems and access to timely and accurate information, including reports and contract management analysis. This will particularly help with major projects and service commissioning, so councillors are able to understand they are being completed robustly and social value and value for money objectives are being delivered.

Councillors will have access to training and development programmes to ensure they are fully equipped and engaged with commissioning, procurement and contract management decision making as well as ongoing monitoring of social value delivery. Enabling them to give clear, early direction on what matters to residents, businesses and services to officers when developing commissioning proposals for procurement.

The Policy and Performance Scrutiny Committee will continue to receive regular updates on commissioning and procurement activity, including data on value for money and social value outcomes. Providing an opportunity to review, challenge and strengthen achievement of these key outcomes. Helping to increase delivery of affordable housing, support more people into jobs, improve community safety, improve life chances for young people, help people with the cost of living and protect essential council services.

While the council has a duty to publish spend with a value of more than £5,000, finding information on individual contracts can be a demanding process. By making the contracts register easier to navigate, this will make scrutiny easier, as well as reducing the amount of officer time required to extract data. The contracts register plays an integral part in planning commissioning, taking into account issues that need to be considered to ensure the contracts perform better in future, while also making sure there is a long lead-in time to empower officers to prepare, consult and consider the most appropriate steps to take.

Higher quality information informs better decisions and improves results. With more in-depth information available on the contracts register, not just on the contracts themselves, but also additional issues, such as social value, anyone scrutinising the register – from elected members to members of the public to the Commissioning and Procurement Board – will see the real benefits to the borough that can be delivered as part of effective partnership working and excellent contract management.

A2. Engaging senior managers

Senior managers are integral to the delivery of this strategy. Their approach to progressive procurement, strategic commissioning and innovation is key to its success. Their practical understanding of the council's ambition will translate it from concept to business as usual.

Senior managers in the council is already making great advances in their approach to strategic commissioning, and leveraging the council's financial power for additional impact. As we do more progressive procurement, we will ensure they are equipped with the training and skills they need to support them in delivering the council's aspirations.

Through the council's governance and operational decision-making processes, managers can use their service knowledge, experience and professional expertise to have a broader impact on commissioning, procurement, contract management and supply chain issues. This, in turn, improves strategic planning, coordination and decision making as well as improving service delivery across the council.

Adding value by engaging senior managers

Knowledge gained through the day to day delivery of their services, as well as their responsibility for delivering strategic priorities, means that senior managers have a practical understanding of the council's ambition in relation to social value and how it relates to commissioning, procurement and contract management.

By supporting their understanding of procurement issues through training, information and resources, as well as day to day support and advice, managers will be in a stronger position to deliver in this regard.

As a result of ensuring senior managers are fully aware of their responsibilities in delivering this strategy, they will be in a stronger position to use the contract management process to harness supplier innovation within their respective disciplines, ensuring better outcomes for projects through clear outcomes.

Better service knowledge leads to better results

Through their early involvement, senior managers can exert greater influence and ensure the specific needs of their service are reflected in the commissioning, procurement, contract management and supply chain processes. By working closely with relevant procurement, social value, legal and financial professionals to get advice on projects and have access to guidance in a variety of formats, they will get the best results.

Their close links to staff, service users, and stakeholders mean that senior managers are able to quickly identify what works well and what can be improved, as well as ensuring the council's governance procedures are adhered to. This service and strategic level knowledge means that senior managers are well-placed to deliver on their responsibility to take this information and effect change on commissioning, procurement and contract management matters within their respective service areas.

By embedding commissioning and procurement in their service plans and including in them contracts which may need to be commissioned, re-commissioned and/or de-commissioned, senior managers will draw clear links between the responsibilities of their service and how they contribute to delivery of the council's objectives.

A3. Collaborative leadership with partners

Working together, working better together

The council has for a long time long worked creatively with its partners – across the public sector, as well as the community, voluntary and social enterprise sectors – to find new and innovative ways of improving services. Building on existing examples of designing and implementing solutions outside of normal ways of delivery, the council will continue to work well, cooperatively and efficiently with its partners.

The council's partners typically share a number of common objectives, in particular through needing to support a common set of residents, service users or customers. This emphasises the benefits of collaborative leadership and the importance of joint working where this can be shown to deliver benefit. This might include sharing budgets and other resources to achieve joint outcomes, adopting common routes to the market, or working to align objectives to find ways to bring governance requirements together.

Often, the council's partners have skills, resources, relationships, knowledge and expertise that the council does not. By working closely, the council will pool these resources to find new ways of working. Where the council's partners perform well, the council will learn from them – both formally and informally.

When delivering similar services, it makes sense to put our resources together. The council will look for ways to work with partners across the region to do this. By sharing both resources and best practice, the council will be able to improve efficiency and service delivery at the same time.

Creating an anchor institution network

The council wishes to further strengthen these relationships and the potential for collaborative leadership through the development of an anchor institution network. Anchor institutions are strategically important, 'sticky' organisations that can help shape local economies through employment, purchasing and assets.

We will leverage the network to work with local public and potentially private sector partners to further enhance social value delivery across the borough, through our combined purchasing power and ability to influence supply chains.

A4. Collaborative leadership with strategic suppliers

Using supplier expertise to deliver service improvement

The council's suppliers do more than provide services. By working more closely with these suppliers, the council can improve performance, reduce costs, and mitigate risks. The council recognises the potential for innovation suppliers bring, and harness this.

From their work with other councils and service providers, suppliers have information and expertise that can improve services. Where we can, the council will share more information from suppliers on performance, costs, social value and other strategic priorities for service planning and improvement.

The council wants to work with supply partners who share our values and ambitions. We believe common goals strengthen the benefits that collaborative leadership can bring.

Diversity of experience brings a diversity of expertise

Suppliers come in all shapes and sizes, from multinational corporations to small, local businesses, some directly commissioned and others working as sub-contractors. Each performs a valuable role and brings with them their own unique approach. The council will work to capitalise on the added value a diverse supply chain can bring. We believe a supplier does not necessarily need to be large to be strategic.

Zero carbon is a clear example of the need for collaborative leadership. The council is clear on its ambitions and the role progressive procurement has to play. But is equally clear that it doesn't have all the answers and wants to actively engage with partners to develop sustainable and affordable solutions to help tackle the challenges faced in delivering a zero carbon future.

Service providers are in the best position to talk about the contracts they deliver. As a result, they should be prepared to attend the council's scrutiny meetings to discuss their performance. The council will make these meetings a valuable two-way process, examining performance while listening and learning from service providers and service users alike.

A5. User and resident-led procurement strategy

We ultimately procure goods and services for the benefit of our residents. In some cases they universally benefit all residents, in other cases they benefit residents with specific needs. In both cases, it is vital that we allow residents/service users to help shape the way we commission services and test the effectiveness of these services in meeting the objectives established for each service commissioning activity.

In addition to delivering high quality, value for money services, our progressive procurement strategy also seeks to deliver tangible social value from our commissioned services. It is therefore equally important that residents are actively engaged in assessing the impact of social value delivery on their perceived and actual community wealth.

Throughout the lifetime of this strategy, we will ensure that service users are actively involved in designing and monitoring delivery of commissioned services and associated social value outcomes.

A6. Commitments

Given the importance of the progressive procurement strategy to the council's Fairness agenda, the **Executive Members for Finance and Performance** and **Executive Member for Inclusive Economy and Jobs** will take joint responsibility. They will be actively involved in relevant oversight boards and providing challenge on contract outcomes, including social value. They will work closely with other Executive Members responsible for commissioning and procurement across the council's different service areas.

- ✓ we will be improving systems and access to timely and accurate information, including reports and contract management analysis
- ✓ councillors will have access to training and development programmes to ensure they are fully equipped and engaged with commissioning, procurement and contract management decision making as well as ongoing monitoring of social value delivery
- ✓ by making the contracts register easier to navigate, this will make scrutiny easier, as well as reducing the amount of officer time required to extract data
- ✓ the Policy and Performance Scrutiny Committee will continue to receive regular updates on commissioning and procurement activity, including data on value for money and social value outcomes
- ✓ further strengthening the potential for collaborative leadership and collective purchasing power, through the development of an anchor institution network
- ✓ where data protection rules allow for this, the council will share more information from suppliers on performance, costs, social value and other strategic priorities for service planning and improvement
- ✓ service providers are in the best position to talk about the contracts they deliver. As a result, they should be prepared to attend the council's scrutiny meetings to discuss their performance. The council will make these meetings a valuable two-way process, examining performance while listening and learning from service providers and service users alike
- ✓ throughout the lifetime of this strategy, we will ensure that service users are actively involved in designing and monitoring delivery of commissioned services and associated social value outcomes.

Theme B

Progressive supply partnerships

Building long term partnerships with like-minded suppliers that deliver high quality services and social value outcomes for our residents and offer value for money.

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Building long term partnerships with like-minded suppliers that deliver high quality services and social value outcomes for our residents and offer value for money

The council has clearly established its strategic preference for directly delivering services, as far as practicable and affordable. We believe this gives us better control of services, more flexibility around how we want to deliver services, and better protection for those delivering our key services. Ultimately helping us to maximise the level of wealth that is 'locked-in' for our residents and local businesses.

But we also recognise that direct delivery is not always the most appropriate and affordable way to deliver services and make a contribution to strategic objectives. In these circumstances, we want to build long term and progressive partnerships with suppliers, based on shared values and ambitions for the borough and delivering high quality service and social value outcomes for our residents, as well as delivering value for money.

The council firmly believes that this mixed economy of provision is the right strategic approach, but is equally firm that it needs to actively invest in both forms of provision. We are clear that where we choose to externally commission services, these arrangements should in no way become 'poor relations' to directly delivered services. Commissioning, procurement, contract management and supply chain management must therefore be active, two-way, and highly effective processes. Particularly in the context of the council's strategic priority of using these processes to support the delivery of social value outcomes and secure value for money.

There are many reasons for poor contract and service delivery performance, and it can occur even where partnerships are strong. Effective risk management and taking action early is therefore key to any successful partnership. Putting in place strong contingency plans will also reduce downtime if a provider should be unable to deliver for any reason. This forward-planning approach, where valuable information is collected best practice shared, results in a high level of preparedness that both improves services while making contracts more efficient. It also helps ensure that we continue to strengthen partnerships with our providers.

Modern slavery

The council was one of the first in the country to sign the charter against modern day slavery, but signing a charter is not enough. Work needs to be undertaken to ensure those contracts where a risk of slavery has been identified are scrutinised and officers can be certain this harmful practice is eradicated.

The council prepares annual reports on tackling modern day slavery, keeping the pressure on the council and its partners to remain vigilant and never to show signs of complacency, in spite of the considerable leadership the council has shown.

B1. Exploring opportunities

Working more closely to identify opportunities for excellence

Staff in areas seeking to externally commission services will work closely with corporate procurement function to identify and shape opportunities for external commissioning, working together to creatively challenge the way the council acquires goods, works and services on major contracts.

Representatives with differing service priorities from across the council will be given the opportunity to bring their specialist knowledge to the tendering process to ensure contracts have much greater impact on strategic or service objectives. The delivery of social value will form an essential early stage of the opportunity shaping process.

Embedding procurement with category management

The council will enhance its category management approach at the centre of community wealth building. This approach will pull together similar types (or 'categories') of spend from across the council. Category management will support delivery of corporate ambitions, such as fairness, social value and achieving a more inclusive economy. In addition, we will maximise opportunities for improvement, consolidation, savings and efficiency.

A central function will bring commercial acumen to help focus the efforts of the council with its procurement activity. Senior business partners to the council in category management, will advise on improvements in our procurement. An in-depth and developed understanding of categories will better manage risk and opportunities. Driven by improved insight and spend mapping, they will also recommend changes in the approach to supply.

We want procurement with category management to make the maximum positive impact, acting for the benefit of our residents, service users and local businesses. About half of council spending is directly commissioned. We want our spending to contribute to community wealth building. The central function will help commissioning to increase spend in borough and support our residents to gain employment, skills and training with resilient supply chains.

Planning ahead to bring out the best in potential partners

Improving forward planning and making better use of intelligence will ensure tenders are as effective and efficient as possible. With greater procurement expertise, officers will consider levels of demand, service needs and strategic objectives through the use of options appraisals, in order to ensure outcomes are achieved and savings are delivered.

Forward planning will ensure potential partners, especially local SMEs, have time to plan, create consortia and fully prepare for the tender process.

Shaping new sources of supply

The council is highly ambitious. In many areas its plans are clear, but in other areas it is recognised that new solutions are required. Particularly as the council needs to deliver on these ambitions during a time of unprecedented uncertainty. Two examples demonstrate the challenge and opportunity. In both cases, the council needs to change to respond to this challenge but will also need to work with partners:

- delivering a zero carbon borough is both immensely important and immensely challenging. Part of the challenge is delivering new skills and capabilities at scale to retrofit our housing stock and operational buildings and to electrify our vehicle fleet
- supporting our residents to live independently at home for longer is vital. What is equally important is delivering this objective through a highly skilled workforce with strong career progression opportunities and paid at a living wage.

In some cases, the council will seek to tackle these challenges directly, changing its operating model appropriately. But the council also believes progressive supply partnerships are vital in identifying and implementing creative solutions to the challenges it faces.

Supply relationships and assurance

The council is a major economic player in the borough. We want to make sure that our spending power has the best impact for local people. We will need to be bold and creative to deliver increased wealth for our residents. We want a Fairer Islington that also moves us toward a zero carbon future. We want continuous improvement in our supply chain.

Cross-organisational supply insights and analytics are essential to us. This means we need to understand our own actions and use of suppliers. We also want to improve access to our supply information. We will seek to improve effective measurement and monitoring of our suppliers and our supply outcomes, with a constant focus on increasing efficiency.

Progressive supply partnerships share our values and corporate ambitions, and are core to achievement of community wealth building. Supplier relationship management will be embedded at our centre. We will look for opportunities to enhance and improve our supply relationships on our way towards a better future for our residents and local businesses.

Highlighting the benefits for the borough

Ultimately, the creative and collaborative exploration of opportunities is about demonstrating external commissioning can have real benefits for the borough. Clear performance dashboards, highlighting supply chain and social value benefits, will be shared widely, with the council's partners and leadership where appropriate.

High levels of performance in commissioning, contract delivery and supply chain management lead to excellence across the council. The integral role that procurement expertise plays in this regard will be highlighted as evidence of continuous improvement at the service level, and for the benefits to the borough as a whole.

B2. Managing contracts and relationships

Keeping things simple to improve results

Communication will be as straightforward and free from jargon as possible, in order to support supply partners in their work with the council. Clear explanations will be available, while providers will have clear ways to communicate with the council and ask questions when necessary.

Some contracts require a high level of input, with high levels of competition, while others are more specialist or local and, as such, a light touch regime can be applied. When planning procurement activity, the light touch regime will be reflected as much as possible to ensure resources are used as effectively and efficiently as possible by simplifying the process wherever possible.

Learning from experience to drive excellence

Getting the best out of contract management and building effective relationships with suppliers is of the utmost importance. A relationship support team will facilitate this by developing procedures, providing guidance and delivering support to departments, while also aiding two-way communication to ensure best practice is shared across services.

Shared knowledge will be used to improve contract performance. By learning from officers' experience of commissioning, procuring and managing contracts, this extensive expertise – both formal and informal – can be used to improve every aspect of the process. Knowledge gained from one contract will drive forward planning and control costs on others.

Improving performance, accountability and scrutiny through accessibility

Making the contracts register more accessible makes the council more transparent and accountable. Information for contracts with a value of more than £5,000 will be added to the register in a format that can be easily scrutinised, while also ensuring commercially confidential or personal data is not accessible.

Higher quality information will make commissioning more efficient and effective. Information on actions outstanding and upcoming renewals will be available on the contracts register to ensure contract managers and commissioners have sufficient time to prepare. Increased lead-in times enable officers to make informed decisions on the best course of action for their contracts. By reviewing and interpreting information from the Contract Register, services will identify opportunities to improve efficiency and service delivery.

Improved contract knowledge and a higher quality of information on the contracts register will make measuring contract performance more straightforward. By recording agreed social value outcomes, and allocating and recording responsibility, the register facilitates monitoring and reporting progress, as well as escalating cases when necessary through the Commissioning and Procurement Board.

Recording information on the contracts register over the lifetime of contracts and beyond enables services and those scrutinising and reviewing contracts to make informed decisions. Contract changes, variations and extensions will be added to the register, having been approved by the appropriate boards where necessary, to ensure information is up to date and accurate.

By enhancing supply chain skills and behaviours, contract managers will be empowered to exert greater influence over the contracts for which they are responsible. When considering the best approach for the council, officers will look for the most appropriate mechanism for delivering against the needs of the service and the council's objectives.

Supporting providers through more effective contract management

Recognising that standards and/or delivery can fail for a variety of reasons, close working relationships with providers – especially smaller businesses – are essential. Improved relationships enable contract managers to identify performance issues and work with providers to resolve them, building in contingency plans and improvement plans to reduce the need for more formal measures.

One provider might work with multiple services across the council, or with some of the council's local partners. Where possible, officers will work with these providers to ensure work is not duplicated and is instead streamlined for improved efficiency.

When the council's needs change over the life of a contract, the Supply Chain Practitioners Group will consider employing benchmarking tools. By identifying when an agreement is accessed by additional services the group will take steps to build these new needs into the new contract when it is re-commissioned.

Social value delivery

Delivering social value, whether through jobs, training or other contributions, will form a core part of all commissioned services. We need to ensure contract and relationship management processes are in place to support our supply partners to deliver on these objectives. The council will establish new processes with supporting capacity to ensure we track the delivery of social value commitments throughout the contract lifecycle. Where there are legitimate reasons to review commitments, this is undertaken in a structured and transparent manner that ensure we still deliver outcomes.

Building capacity through learning and development

To ensure all relevant staff are informed and knowledgeable on contract management and supplier relationship, training is essential. Contract managers will receive learning and development support, while senior managers will ensure best practice information is shared at a strategic level so that they can better support their staff to manage relationships.

Contract management is not an add-on, but is instead an integral part of officers' work. Where contract management and supplier relationship management accounts for more than 20% of their role, this will be recognised as a core competency. All staff who meet this requirement will receive specialist training to support them in delivering this responsibility.

Central support for supplier relationship management will be formed. The central support will help provide increased assurance, engagement and training, support business continuity measures and help make a meaningful difference to community wealth building by maximising use of available data.

Further emphasis will be placed on supply measures which help to achieve a more inclusive economy approach.

End violence at work charter

The council is committed to the aspirations of the End Violence at Work Charter.

We will:

- actively encourage businesses to embrace and sign up to the Charter
- ask contractors to sign to the Charter who are tendering for contracts led by the council
- add to our corporate Contract Management guidance information about the Charter and encouraging existing providers to sign up.

B3. Managing strategic risk

Reducing risk through effective contingency planning

Through the use of risk assessments, services will identify vulnerable areas of the supply chain and put in place contingency plans to mitigate any risk. By sharing these plans with relevant stakeholders and reporting back on progress, stakeholder confidence will be improved.

No company is too big to fail. In periods of economic uncertainty, it is essential to identify those suppliers the council relies on, and to put mechanisms in place to monitor their financial health. The council itself must remain alert to major events of all types, from legislative change to natural disasters, and be prepared to respond to these.

By maintaining a comprehensive understanding of the impact of such events on high value and high risk contracts, the council will ensure contingency plans are in place.

Combatting fraud with strong internal partnerships

Robust systems are in place to target financial loss and fraud. Through the development of close working relationships between assurance services and the council's audit and fraud service, increased support is available to services. For every stage of the procurement process, from commissioning to procurement to contract management, guidance will be available.

Mandate fraud has been identified nationally as an issue increasing in prevalence and severity. The council will take clear steps to address this issue, both through preparing guidance and providing advice on how to mitigate the risk, as well as practical action. Such actions might include embedding robust processes for verifying new suppliers and/or changes to existing arrangements, which will be overseen by senior officers, with annual audits will take place to ensure consistency in supplier integrity.

Checks and reports for both contractors and the council

Compliance checks are an important part of the procurement process, and these checks will be extended into contract management. To maintain confidence in the financial health of contractors and ensure they can maintain delivery over the life of the contract, where appropriate, reporting measures and compliance checks will be required.

In order to support services in maintaining compliance checks, audit teams will work to monitor compliance levels. Specific emphasis will be placed on challenge, resolution and escalation, to ensure services receive the right support in making sure the contracts they manage are delivered without interruption and the contractors they work with continue to deliver.

Maintaining transparency and inspiring confidence in the council's processes, and through the use of analytical software, contracts and spend will be published in accordance with legislation. This robust framework for monitoring compliance, and publishing relevant data, demonstrates the council's commitment to confirming that all providers work within the law.

Protecting people through policy and process

The council has a longstanding commitment to eradicating modern slavery, and welcomes any opportunity to build on this. Identifying contracts where a risk of modern slavery exists or might take place is a priority. With a strong process in place at the council's Commissioning and Procurement Board, actions to mitigate risk will be implemented, with a robust process for monitoring and flagging future occurrence.

Maintaining pressure on any and all providers that might employ such practices, the council has adopted a clear strategy and approach to modern slavery management. By reporting progress to members on an annual basis and identifying clear approaches to dealing with modern slavery, involving statutory partners where appropriate, the council will show leadership on this serious issue.

Increased sharing of data with providers brings with it an increased risk of data breaches. Building on its longstanding processes, the council will identify contracts where sensitive or confidential data is shared and work to ensure data protection is embedded in the contract. By engaging with providers, the council will mitigate risk and work with providers to maintain high levels of information security.

B4. Commitments

- ✓ staff in areas seeking to externally commission services will work closely with the corporate procurement function to identify and shape opportunities for external commissioning, working together to creatively challenge the way the council acquires goods, works and services
- ✓ progressive supply partnerships are vital in identifying and implementing creative solutions to the challenges the council faces, and it will seek to actively engage with potential partners where an external solution is the best way forward
- ✓ communication, during procurement and delivery phases, will be as straightforward and free from jargon as possible, in order to support supply partners in their work with the council
- ✓ the contracts register will be made more user friendly, be transparent and visible to all, and kept up to date
- ✓ the council will establish new contract and relationship management processes, with supporting capacity, to ensure we support, track and therefore maximise the delivery of social value commitments throughout the contract lifecycle
- ✓ central functions to have accountable senior advisory professionals for driving corporate ambitions and achieving efficiencies required through appropriate staffing strategies
- ✓ contract management is not an add-on, but is instead an integral part of officers' work. Where contract management and supplier relationship management accounts for more than 20% of their role, this will be recognised as a core competency. All staff who meet this requirement will receive specialist training to support them in delivering this responsibility
- ✓ through the use of risk assessments, services will identify vulnerable areas of the supply chain and put in place contingency plans to mitigate any risk. By sharing these plans with relevant stakeholders and reporting back on progress, stakeholder confidence will be improved
- ✓ the council will enhance its effectiveness in tackling mandate fraud, as well as seeking to strengthen wider fraud and compliance processes on an ongoing basis.

Theme C

Achieving community benefits

Through active leadership and progressive supply partnerships, the council's supply chain needs to help maximise the economic, social and environmental benefits to communities.

Theme C: Achieving community benefits

Through active leadership and progressive supply partnerships, the council's supply chain needs to help maximise economic, social and environmental benefits for its local communities.

Islington's Fairness Commission in 2011 described the borough as a place of stark inequalities, with acute deprivation and extreme wealth often found side by side on the same street:

- large numbers of local residents struggle to access jobs with 21% economically inactive and 10% claiming out-of-work benefits compared to the London average of 7%
- over half of lone parents are not in employment and 93% are female
- men who live in the worst off areas are expected to live 8 fewer years than men living in the best off areas in the borough
- 40.4% of children in Islington are growing up in poverty, the fifth highest proportion of children living in poverty in London.

Whilst work since 2011 by the council and its partners has begun to tackle this inequality, there is more to do. Moreover, although evidence and trends are still emerging in relation to the impact of the Covid-19, it is clear that its impact has been both far-reaching and severe, particularly amongst those residents who already struggled in the face of deep inequalities in our system.

In parallel, the council has declared a climate emergency and is establishing a strategy to deliver a zero carbon borough by 2030.

In these contexts, social value has to be about ensuring that every penny we spend finds its way to enable our communities and economy to thrive, whilst sustaining the physical and social environment. More than ever, we need to strive for an inclusive economy that enables our most disadvantaged residents to get into training, good quality work and entrepreneurship.

We intend to lead from the front, getting results which inspire neighbouring boroughs and anchor institutions to partner with us so that we have a shared approach to an inclusive economy and shared vision to deliver community wealth-building. Working to join-up supply chains, where practical, affordable and clearly proven to enhance value.

For the council and our progressive supply partners, we see an opportunity to promote a cultural change within the public sector, shifting it towards more innovative practices and attaining economic and technical efficiency. It is essential that social value is embedded in the financial planning cycle of the council and, where they are supportive and in many cases already doing, its anchor partners. All should benefit:

- for the local economy, we are seeking to support innovative businesses and SMEs that promote the council's values on social and environmental matters. In turn, this will drive inclusive growth, as they build off of access to the local public market
- for residents, we fundamentally believe this will improve public services by including innovative goods or services that better and more efficiently serve the needs of all residents, particularly those who are most disadvantaged
- for society, this will promote social justice and tackle inequalities in Islington and wider sub-region.

Working with our partners and contractors, an inclusive economy underpinned by social value generation will be delivered through a focus on:

- tackling unemployment and facilitate the development of residents' skills, especially those with the greatest barriers to employment
- promoting 'good' jobs for local residents – embedding London Living Wage, maximising employee access to entitlements such as childcare and encourage suppliers to source labour from within Islington
- enabling young people to gain understanding, experience and networks in the diverse world of work
- promoting expenditure within a locally-rooted (sub-regional) and broadly owned supply chain, including social enterprises, co-operatives, micro and small businesses
- encouraging participation and citizen engagement through resident participation in the design and delivery of services
- driving sustainability through our supply chain to reduce waste, particularly single use plastic and food waste, develop a circular economy and support our goal of becoming carbon neutral by 2030 for example limiting energy consumption
- building the capacity and sustainability of the voluntary and community sector
- enabling innovation through incentives and partnerships.

C1. Embedding social value

Pioneering social value, planning for the future

It is essential that social value is embedded in the financial planning and commissioning cycle of the council, rooted in an organisational culture of being social value pioneers. We will put processes in place to ensure the council and its progressive supply partners demonstrably deliver on this ambition.

This includes providing managers across the organisation the opportunity for training and/or appropriate resources (such as guidance and templates) in order to be able to properly prompt, understand, consider and implement social value in the work they oversee.

The Inclusive Economy service – alongside an emerging network of corporate social value champions – provides support so that the requirements are built into grants, goods, works and services, providing expertise where necessary. Subsequently this will be challenged at the highest levels within the organisation, being considered by officers and where appropriate members in all procurement key decisions.

In addition, we will actively engage with managers across the organisation, to help prioritise social value, and shape the offer from contractors and facilitate beneficial relationships with the voluntary/community sector.

Building better support networks to build better social value capacity

To further embed this across the organisation, a social value champion network is being established. This group will share best practice on social value with support from an officer and oversight on feedback from Commissioning and Procurement Board for continuous feedback and improvements to support resources. They will be responsible for a library of resources with links to case studies (internal and external) and lessons learnt to support commissioners, to understand examples of social value in practice.

Through appropriate planning in the commissioning cycle, social value will be properly tailored to the size and scope of the contract with clear guidance available and the council having actively supported social value through the provision of training to managers.

To support this, Executive Members will attend social value sessions with staff and actively see it as part of their remit to encourage and expand delivery of social value across commissioning and procurement activity, including consideration of early intervention practices.

Procurement project plans include a gateway which ensures social value is a required step on the plan and forms part of the standard requirements to be addressed in procurement strategies and business cases.

Continuous improvement internally and externally sits at the heart of social value with appropriate action and reviews of delivery, including consideration of benchmarking and case law, sharing learning with committees, partners and providers as appropriate.

C2. Social value delivery framework

To demonstrate our commitment to social value and progressive procurement, all tenders will include social value in specifications, terms and/or evaluation criteria and weighted as at least 20% as part of tender scoring. Only in exceptional circumstances will a minimum of 5% (per National Strategy) be accepted and commissioners will be required to provide a robust justification.

Central to the success of a borough-wide approach, is a systemic approach to social value delivery as part of contract management processes. We are currently piloting a set of KPIs which measure and monetise social value in a set of contracts. This will enable us to determine the financial proxy value of the social value achieved.

The framework will seek to track and measure social value delivery across a number of themes. Apart from mandatory ethical standards, not all of these thematic areas will be expected to be delivered from every contract. But potential supply partners will be expected to think creatively and ambitiously about how they contribute to the council's social value objectives.

Economic value

To embed a culture of active contract management and delivery of social value commitments, we will establish a social value delivery framework based on measurable targets including:

- number of local people employed on the contract
- number and percentage of local people offered training and apprenticeships
- number and percentage of council's target groups with employment or training opportunities on the contract
- amount and percentage of spending with sub-regional sub-contractors
- amount and percentage of spending with local small and medium businesses
- amount and percentage of spending with social enterprises and co-operatives.

Over the next 12 months we will develop a framework through which to measure our progress in these areas. In particular, to measure performance against two strategic objectives:

- % increase in the employment of Islington residents, including those with the greatest barriers to work i.e. long term unemployed; people with disabilities; BAME; and women
- % increase in expenditure with Islington-based businesses, and on a sub-regional level, including social enterprises and co-operatives.

Environmental value

We will also develop a series of environmental value targets aligned with the council's zero carbon strategy, including green economy objectives.

Opportunities to build sustainability into contracts are endless, but finding the right approach requires strong contract knowledge and good environmental awareness. Embracing the council's commitment to being net carbon neutral by 2030, officers will work with providers to identify contract-specific approaches towards achieving this.

Only by being conscious of the impact of the council's purchasing power, can the council move closer to minimising its environmental impact. By embracing and transitioning to a Circular Economy approach, the council will consider the lifespan of the products and materials it purchases, as well as their longevity, ease of repair or re-use and finally their recycling potential. Our suppliers must support us in achieving this, by ensuring their business practices, services they provide or products they manufacture and/or source meet this requirement.

The council recognises its role as a leader in sustainable practice and has made a commitment to reduce our use of unnecessary single-use plastic. We will require our suppliers to show the ways in which they are reducing and eliminating single-use plastic from their products, supply chains and their business practices.

Food waste and food sustainability will be considered in contracts whenever possible and appropriate. Those providers supplying food as part of their contracts must ensure information is available on where food and ingredients have been sourced from and can demonstrate that their environmental impact has been considered and reduced wherever possible. Suppliers will also be required to outline how levels of food waste will be reduced, for example by using intelligence to ensure waste is kept to a minimum, or by putting in place plans for responsibly disposing of food waste.

Safer urban driving, supporting sustainable transport

Contractors and sub-contractors represent the council. This applies when they are delivering contracts on the council's behalf, but also while out and about in the borough. It is the responsibility of commissioning officers to enforce the council's Safer Urban Driving scheme, keeping the borough's roads safe, while also improving community relations. With an increase in cycling and walking in the borough, individual contracts and key decisions alike will need to specifically consider of more sustainable forms of transport, as well as vulnerable road users.

Keeping vulnerable road users safe is a matter of great importance. If more people feel safe cycling and walking, more people will use these more sustainable forms of transport. While not requiring actions that might disadvantage smaller or more local suppliers, the council will consider imposing standards on providers to improve standards for cyclist and pedestrian safety.

Supporting mental and physical wellbeing

Our providers work on the council's behalf, and because of this, contractors play an important role in delivering Making Every Contract Count (MECC). By improving suppliers' knowledge of the council's services and priorities, contractors can help signpost residents to help them get the support they need quickly, easily and as early as possible.

Improved knowledge of the council's services and priorities supports better signposting. In order to champion the public health benefits of public health initiatives, such as exercise, diet and reducing or stopping smoking and drinking, commissioned services will be expected to consider the benefits that their intervention can deliver.

In addition to more general health and wellbeing, commissioned services can have an important and far-reaching impact on mental health issues. By improving their awareness of the effects of mental health in the workplace and in the community, providers can effectively signpost while championing initiatives.

Ethical standards

The framework will also incorporate a series of mandatory ethical requirements that we expect of ourselves and from those who want to do business with the council. These are non-negotiable and currently include:

- paying the London Living Wage, and ensuring the supply chain does likewise
- no blacklisting of trade union members
- safeguards against modern slavery
- care providers sign up to UNISON's Ethical Care Charter
- not specifying, purchasing or using products that damage the environment in cases where a reasonable alternative is available.

Sharing information to show the benefits of social value

Organisationally, we will collate social value in each department and report to Corporate Management Board (CMB) through a corporate social value dashboard. This will enable the organisation to review progress on social value on a quarterly basis as part of financial/resource management, to address under-performance, see where we are achieving social value and where there are gaps, which commissioners will be encouraged to fill in future contracts.

Further analysis of current performance, the local economy to determine a benchmark is underway, in order to set meaningful stretch targets for Islington. Over this strategy we aim to report on the local spend and its circulation in the economy through the borough's social value 'multiplier' and identifying spend 'leakage' to design future interventions. We will commit to establishing and publishing a social value baseline, setting out our long term commitments and targets to use our supply chain to deliver more local jobs, training and other community benefits.

As a shared ambition with anchor institutions or at a sub-regional level, we would like to collect data to demonstrate not only how much financial value we have retained locally, but also how much additional social value we have collectively generated. This range of indicators would be able to measure the wider impact of Islington suppliers across a range of social value outputs.

Their strategic oversight and links to the community make elected members an integral part of delivering social value. By sharing implementation plans for key measures, members can both scrutinise and champion objectives of the Commissioning and Procurement board within both the council and in their wards.

C3. Enhancing small and medium sized enterprises (SMEs) and micro business engagement

Unique skills require tailored support

Defined as organisations with fewer than 250 employees and turnover less than £50million, small and medium businesses play a vital role in keeping money circulating in the local and sub-regional¹ economy. Even smaller, micro business have under 10 staff and a turnover under £2million. Both are more likely to employ local people, and are an integral part of an inclusive economy and a progressive procurement strategy.

SMEs have the capacity to deliver high value and high demand contracts, but may require additional support in doing this. This might involve partnering with other providers or through improving management practices. The corporate procurement function will ensure that guidance is made available to help SMEs to understand relevant requirements, including the development of consortia, as part of the Tender Resource Pack on the public website.

The tender process can be overwhelming for SMEs though, requiring a high level of information and the ability to write concisely. Procurement practitioners will ensure processes are streamlined, using standard forms and straightforward language wherever possible, including consideration of using lots to support local or SMEs. Jargon will be consciously removed from documentation to support engagement.

Building capacity to deliver real benefits for the borough

We will seek to apply a long-term approach to building local wealth in the community with new formulas that reward investment in research, development and innovation by SMEs and in understanding how to steward the market to spur innovation in service delivery.

We will also seek to connect and resource the third sector to contribute and co-design social value initiatives with the council and private sector so that it can compete for public sector contracts.

We will build the capacity of smaller, local provider market through market warming, creating a suppliers' network especially in deprived areas offering training, next generation responsible business practice, and draw on best practice from other local authorities. This will include supporting new consortia and alternative business models with a preference for employee owned businesses.

¹ The council shall recognise the definition of local to mean within Islington, sub-regional to mean within the boroughs immediately adjacent to Islington, regional to mean within Greater London area and national to mean within the recognised boundary of the United Kingdom for reporting purposes.

The council will continue to act as an innovator to encourage the supply chain to do work through their expertise and are encouraged to support and endorse accreditations and charters such as:

- time banks
- matters on living wage
- fairer tax
- employment practices (such as caring responsibilities or flexible working policies)
- ethical procuring
- environmental sustainability
- supply chain visibility.

To support suppliers as part of the tender process, mechanisms will be put in place to be able to raise questions and/or provide feedback on social value aspects of a tender process, including departmental led market warming events and guidance, which officers respond to appropriately with feedback and encourage innovation.

Exemplars of excellence in social value will be shared with plans to help others address the delivery of the policy in individual strategies, with a focus on upskilling local, micro, small, medium sized enterprises and voluntary community sector enterprises.

From early intervention to long term support

To support local growth, SME engagement will form an integral part of central corporate policy. By undertaking market testing and early market engagement where appropriate, commissioners will work with SMEs collectively or on an individual basis to achieve desired corporate outcomes and help ensure SMEs are ready for relevant opportunities.

This level of support will extend over the entire life of a contract and not just the commissioning and procurement stages. The following support will be provided:

- local and SME organisations will be given the opportunity to contribute to the commissioning process in an engaged manner, whether through specific events or communication channels with efforts made to establish partnership working
- provider days will allow for questions to be asked and partnerships to be formed where relevant to build business capacity and capability with relevant link officers established
- Commissioning and Procurement Board and the operational Supply Chain Practitioners Group will have an oversight role on training provided to the sector, identifying training need and approving how this will be delivered
- the council will transparently provide information on main contractors to allow small and medium sized enterprises to be able to approach main contractors directly
- commissioners recognise the niche expertise which local and SME organisations can bring to the council delivery of services and will actively design commissioning and procurement practice to enable such groups to integrate into sourced delivery
- tenders will be transparently advertised on a portal which can provide automatic notification of available opportunities with sufficient time before bids are due for local and SME organisations to mobilise themselves to submit a bid
- the council will develop a better understanding of capacity and capability of local and SMEs, including some use of dynamic purchasing systems and adaption of specifications and contract sizes to reflect market capability
- providers are given the opportunity to raise questions throughout the procurement process and, when it is concluded, feedback is provided which enables organisations to understand where they have performed well or need improvement
- improved support will be provided to sub-contractors – ensuring sub-contractors have methods to liaise with the main contractor where a direct contract is not in place, as well as putting in place whistleblowing procedures to highlight poor treatment by main contractors and where payments have not been made, to seek appropriate sums to be paid direct from the Council
- contract managers will meet regularly with all providers to assess work delivered and proactively offer opportunities to improve work and advise where to look for further opportunities.

C4. Enhancing voluntary, community and social enterprise (VCSE) engagement

Empowering the VCSE sector, empowering communities

The voice of the local community needs to be heard in the planning of the council's services. For the inclusive economy to be truly inclusive, the VCSE sectors will be involved in identifying which issues need to be considered in the council's procurement. These organisations will be actively encouraged to work with the council, integrating the work they do as a core component of the council's commissioning and procurement practice.

All VCSE groups have their role to play. From small community groups, registered charities – large and small, foundations, trusts, social enterprises, to co-operatives and staff mutual, the council will actively work with these organisations where and when this is appropriate, to ensure their views are heard. Closer links lead to stronger relationships, leading to better information sharing. By making full use of these relationships, the council will be in a stronger position to deliver social value through better planning and delivery.

Through strengthening links and improving communication, commissioners will have regular and meaningful contact with the VCSE sector. Organisations will be made aware of opportunities to work with the council through the use of proactive messaging, as well as establishing formal and informal networks. By proactively engaging with VCSEs and/or their infrastructure bodies, commissioners can ensure that they are given appropriate notice of opportunities and can galvanise responses to respond to opportunities.

By working more closely with the VCSE sector, commissioners will be in a strong position to balance addressing short term needs while establishing long term priorities. To show its commitment to the sector, the council will investigate longer term agreements, particularly in people services. To build long term capacity, the council will take steps to improve links between providers of different sizes, with the potential to form partnerships or work together in umbrella organisations. Improving long term planning will enable community organisations to form consortia and pool their skills and resources.

Working with the community to plan services better

Making the best use of the VCSE sector's specialist local knowledge is important. Commissioners have access to resources and/or training to raise awareness of this, in order to more appropriately meet the needs of Islington's diverse communities, while also facilitating outreach. With the support of Community Services, this outreach will also ensure the council can work alongside the community to better design services that meet the community's needs, building reliable links for engagement and communication.

By identifying a lead officer within teams for working with the VCSE sector, services have a strong link to the community. Reducing the number of staff working with the VCSE sector reduces consultation fatigue, while also ensuring communities have a consistent point of contact within that service. This contact will take a degree of responsibility for linking into the commissioning process and the council's work to upskill providers.

Strong formal and informal links between the VCSE sector and the council's services promotes better understanding of the landscape of providers in the community. Their continuous, proactive partnership strengthens community relations and helps identify providers who can be approached as and when required. Through the use of dynamic purchasing systems, providers will be given the opportunity to work with the council throughout the period of an agreement when they are required, and not have to wait years for an opportunity to work with the council.

Making better use of the VCSE sector through contract management and scrutiny

Spend with VCSE organisations will be recorded and published in the public domain. This improves accountability and transparency of spend, while also celebrating the work we do with the sector. This information will be reviewed to consider how to enhance the work we undertake with VCSE organisations, maximising opportunities where appropriate.

There are contracts in place where VCSE sector organisations are either the main provider or organisations form part of the supply chain. In order to maximise the sector's involvement, the council will take into account the particular needs, capabilities and capacity of the sector when considering contract performance. We will treat VCSE sector organisations fairly, pay them promptly and not pass unnecessary risk to these organisations.

In order to highlight the work being undertaken with the VCSE sector, members will be kept informed. The Commissioning and Procurement Board will feed back information to the Policy and Performance Scrutiny Committee. By considering contract size, spend and requirements, the Commissioning and Procurement Board will gain a full picture of the capacity and capability of the borough's VCSE sector which can be reported to members accordingly.

C5. Commitments

- ✓ establish a cross-council/partner social value champions network to share best practice, support cultural and practice change, and ultimately help maximise social value delivery, with officer and member participation
- ✓ all external tenders will include social value commitments in contractual deliverables and these commitments will be weighted at 20% of the overall scoring/evaluation where at all possible, with robust justification needed before defaulting to the 5% statutory requirement
- ✓ establish a comprehensive, thematic social value delivery framework with measurable targets and mandatory ethical standards, to both track commitments across individual contracts and demonstrate delivery across the borough
- ✓ social value delivery will be reported through a set of dashboards, publishing this information from time to time
- ✓ provide tailored and practical procurement support to SME and micro businesses, removing as many barriers to participation as possible and provide comprehensive support throughout the contract lifecycle
- ✓ establish local supplier networks to strengthen local providers and encourage innovation
- ✓ provide tailored and practical procurement support to the VCSE sector, removing as many barriers to participation as possible and provide comprehensive support throughout the contract lifecycle.

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Resident Impact Assessment

Progressive Procurement Strategy 2020/27

Service Area: Community Wealth Building

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

The Progressive Procurement Strategy 2020/27 sets out the general approach of the Council in regard to money spent with third parties. Consequently, the strategy as usual comprises approaches to wider supply chain matters such as commissioning and contract management.

The new Strategy marks a significant change from the last strategy. In particular, it reflects:

- the Council's default strategy to deliver services in-house
- where there is a strong case for continuing external delivery, the Council actively seeks progressive supply partners with shared values and common ambitions
- the need to invest in strengthening the capacity of local businesses, particularly micro and small businesses, and local VCSE organisations to successfully bid for Council contracts
- the fundamental importance of the Council's supply chain and purchasing decisions to the delivery of social value and wider community wealth building objectives
- the commitment to going significantly beyond minimum national guidance on social value weighting, targeting a weighting of 20% for the majority of external procurements
- the need to strengthen procurement and contract management processes and expertise to ensure, in particular, the delivery of ambitious social value targets
- the commitment to work with fellow anchor institutions to seek opportunities to integrate supply chains and pool purchasing power, further strengthening our ability to deliver social value.

The Strategy signals and underpins the Council's ambition to leverage its purchasing power to maximise the delivery of social value to our residents and to help build a genuinely inclusive local economy. The Strategy represents a significant shift to embrace the Council's Community Wealth

Building objectives, whilst maintaining value for money, and ensuring procured services are of high quality, delivering on all contractual commitments, and based on strong supplier relationships.

2. Resident Profile

Who is going to be impacted by this change i.e. residents/service users/tenants?

The council's Progressive Procurement Strategy 2020/27 will have an impact on all third party spend arrangement. Consequently, there can be an impact on service users, residents, business, partners etc. The Council's Constitution reserves matters which "consider and promote strategic and Council-wide initiatives to improve the quality, efficiency and effectiveness of the Council's services to the public" to the Council's Executive for decision.

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
		Total: 206,285	As per borough profile
Gender	Female	51%	
	Male	49%	
Age	Under 16	32,825	
	16-24	29,418	
	25-44	87,177	
	45-64	38,669	
	65+	18,036	
Disability	Disabled	16%	
	Non-disabled	84%	
Sexual orientatio	LGBT	No data	
	Heterosexual/straight	No data	
Race	BME	52%	
	White	48%	
Religion or belief	Christian	40%	
	Muslim	10%	
	Other	4.5%	
	No religion	30%	
	Religion not stated	17%	

3. Equality impacts

With reference to the guidance, please describe what are the equality and socio-economic impacts for residents and what are the opportunities to challenge prejudice or promote understanding?

Is the change likely to be discriminatory in any way for people with any of the protected characteristics?

The Equality Act 2010 includes nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief and sex. In addition to the above, the council also looks at socio-economic impacts. The Procurement Strategy 2020/27 sets out fundamentally an approach in line with corporate objectives 'towards a fairer Islington'.

The principles of procurement are to providers equally, without discrimination, acting in a transparent and proportionate manner (Public Contracts Regulations 2015, Regulation 18). However, the council can use its powers for the betterment of Islington, particularly considering social value relevant on a case-by-case basis. For example, in its commissioning the council is looking to achieve its priorities such as:

- to deliver an inclusive economy, supporting people into work and giving out young people the best possible start
- make Islington and welcoming and attractive borough and creating a healthier environment for us all

In doing so, the council will seek to achieve the public sector equality duty, requiring the:

- eliminating discrimination, harassment and victimisation
- advancing equality of opportunity
- fostering good relations

The Progressive Procurement Strategy 2020/27 is expected to support all protected characteristics and individual commissioning actions will be considered on a case-by-case basis.

Is the proposal likely to have a negative impact on equality of opportunity for people with protected characteristics? Are there any opportunities for advancing equality of opportunity for people with protected characteristics?

It is expected that opportunities will benefit all those with protected characteristics. Any specific opportunities would be considered on a case-by-case basis during the term of the strategy.

Is the proposal likely to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Islington? Are there any opportunities for fostering good relations?

As outlined, the Progressive Procurement Strategy 2020/27 sets out the general approach of the Council in regard to money spent with third parties. The strategy itself is derived from the council's overriding ambition to achieve a fairer Islington. Consequently there are not expected negative impacts on good relations between communities. However, should any arise during the term of the strategy, these would be considered and addressed on their merits within the reasonable actions of the council.

Is the proposal a strategic decision where inequalities associated with socio-economic disadvantage can be reduced?

The strategy has at its heart the consideration of making Islington a fairer place. Consequently actions which may be taken under the term of the Strategy may seek to address imbalances in socio-economic status of residents, service users and residents. Since the 2020 Fairness Commission identified the 'two Islington's', the council has sought to address the balance between having some of the wealthiest in the country within the borough combined with the fourth highest rate of child poverty. It is expected the principles within this strategy for Community Wealth Building, Social Value, Inclusive Economy etc. will help harmonise some of those impacts.

4. Safeguarding and Human Rights impacts

a) Safeguarding risks and Human Rights breaches

Please describe any safeguarding risks for children or vulnerable adults AND any potential human rights breaches that may occur as a result of the proposal? Please refer to section 4.8 of the [guidance](#) for more information.

There no direct safeguarding and human rights impacts anticipated from implementing the strategy.

If potential safeguarding and human rights risks are identified then please contact 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
Develop and implement an action plan for delivery of the Progressive Procurement Strategy 2020/27 with relevant stakeholder input.	Community Wealth Building	Initial version by end March 2021

Please send the completed RIA to 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.

Staff member completing this form:

Signed: Peter James Horlock

Date: 03/09/2020

Head of Service or higher:

Signed: Stephen Biggs

Date: 03/09/2020

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