



**Resources Department  
Town Hall, Upper Street, London, N1 2UD**

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## **AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE**

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Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held remotely on Zoom on **2 July 2020 at 7.30 p.m.** The link to the Zoom meeting is [below](#). Enter meeting ID Meeting ID: 979 9762 7181 when prompted. If you prefer to join the meeting by phone please dial 330 088 5830.

Enquiries to : Peter Moore  
Tel : 020 7527 3252  
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Despatched : 24 June 2020

### Membership

#### **Councillors:**

Councillor Theresa Debono (Chair)  
Councillor Troy Gallagher (Vice-Chair)  
Councillor Santiago Bell-Bradford  
Councillor Sheila Chapman  
Councillor Jilani Chowdhury  
Councillor Vivien Cutler  
Councillor Osh Gantly  
Councillor Gary Heather

Councillor Sara Hyde  
Councillor Clare Jeapes  
Councillor Anjna Khurana  
Councillor Matt Nathan  
Councillor Michael O'Sullivan  
Councillor Dave Poyser  
Councillor Caroline Russell  
Councillor Nick Wayne

#### **Substitutes:**

Councillor Mouna Hamitouche MBE  
Councillor Roulin Khondoker

Councillor Nurullah Turan

**Quorum is 4 Councillors**

**A. Formal Matters**

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1. Apologies for Absence
2. Declaration of Substitute Members
3. Declarations of Interest

If you have a **Disclosable Pecuniary Interest\*** in an item of business:

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **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, you **must** leave the room without participating in discussion of the item.

If you have a **personal** interest in an item of business **and** you intend to speak or vote on the item you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but you **may** participate in the discussion and vote on the item.

**\*(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 of your expenses in carrying out duties as a member, or of your election; including from a trade union.

**(c) Contracts** - Any current contract for goods, services or works, between you or your partner (or a body in which one of you 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 you or your 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.

This applies to all members present at the meeting.

4. Chair's Report
5. Minutes of previous meeting

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6. Public Questions

For members of the public to ask questions relating to any subject on the meeting agenda under Procedure Rule 70.5. Alternatively, the Chair may opt to accept questions from the public during the discussion on each agenda item.

<b>B.</b>	<b>Items for Call-In (if any)</b>	<b>Page</b>
<b>C.</b>	<b>Scrutiny and Monitoring Reports</b>	<b>Page</b>
1.	COVID 19 Update	7 - 18
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3.	Revenue Outturn 2019/20	39 - 64
4.	Leader - Executive Priorities 2020/21	
5.	Presentation - Executive Member Community Development	65 - 102
<b>D.</b>	<b>Discussion Items (if any)</b>	<b>Page</b>
<b>E.</b>	<b>Monitoring Recommendations of Scrutiny Committees, Timetable for Topics, Work Programme and Forward Plan</b>	<b>Page</b>
<b>F.</b>	<b>Report of Review Chairs</b>	<b>Page</b>
<b>G.</b>	<b>Urgent Non-Exempt Matters</b>	
	Any non-exempt items which the chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.	
<b>H.</b>	<b>Exclusion of Public and Press</b>	
	To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.	
<b>I.</b>	<b>Exempt Items for Call-In (if any)</b>	<b>Page</b>

**J. Exempt Items**

The public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.

**K. Other Business**

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The next meeting of the Policy and Performance Scrutiny Committee will be on 30 July  
2020

**Please note all committee agendas, reports and minutes are available on the council's website: [www.democracy.islington.gov.uk](http://www.democracy.islington.gov.uk)**

# Public Document Pack Agenda Item A5

London Borough of Islington

## Policy and Performance Scrutiny Committee - 23 January 2020

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held on 23 January 2020 at 7.30 pm.

**Present:**        **Councillors:**        Gallagher (Vice-Chair, in the Chair), Bell-Bradford, Chapman, Chowdhury, Cutler, Gantly, Heather, Hyde, Jeapes, Khurana, Nathan, O'Sullivan, Poyser, Russell and Wayne

**Also Present:**        **Councillors:**        Hull

### Councillor Troy Gallagher in the Chair

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

Councillors Gantly, Wayne and Jeapes for lateness

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

None

**177        DECLARATIONS OF INTEREST (Item H1)**

None

**178        MINUTES OF THE PREVIOUS MEETING (Item A3)**

A Member referred to minute 173, and requested that Councillor Hull inform Members of the number of posts in the Council occupied by interim post holders. Councillor Hull stated that he would inform Members once this information has been compiled

**RESOLVED:**

(a) That the minutes of the meeting of the Committee held on 17 December 2019 be confirmed, and the Chair be authorised to sign them

(b) That Councillor Hull be requested to inform Members of the number of interim post holders, as referred to above, when this is available

**179        CHAIR'S REPORT (Item A4)**

The Chair stated that items would be taken in order of agenda

**180        PUBLIC QUESTIONS (Item A5)**

The Chair outlined the procedure for public questions and the fire and evacuation procedures

**181        BUDGET 2020/21 (Item C1)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present, and was accompanied by Steve Key, Service Director, Finance.

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

- Noted that the combination of central government funding cuts, rising costs, and demand for services, has meant that the Council has already had to make savings of £239m since 2010. Despite these financial challenges the Council is determined to make Islington fairer for all
- Noted and supported Islington's aim to become the best Council in the country for prevention and early intervention, and that there will be continued support for residents through the Resident Support scheme, and free school meals for all nursery and primary school children. Vital frontline services will be protected, including no library closures, youth centre closures, or leisure centres closures over the next 3 years
- Welcomed the proposed package of budget growth in 2020/21, which will help the Council to continue to address some of the pressing issues facing residents, including enhanced services to support victims of violence against young women and girls, increased capacity to tackle anti-social behaviour, extra support for vulnerable young people, and adults, to help them increase skills and to find work and investment, and in tackling homelessness/rough sleeping, plus children's centre outreach
- Noted the Council Tax, and social care increases proposed
- Noted the possible pressures on the budget in the medium term, and that the estimated level of General Fund balances should be adequate to meet the working balance requirements. In addition, this should provide a reasonable level for unquantifiable risks, that are not already covered in the Council's budget, or any contingency sums
- Noted, and welcomed, the proposal to agree that any underspends at the end of the financial year should be used to increase General Fund balances, and/or earmarked reserves, in order to provide resilience going into an uncertain medium term budget cycle
- Noted the agreed balanced HRA 2020/21 budget, and the latest estimates over the 3 year MFTS period, the Capital Programme, and the Dedicated Schools Grant proposals

**RESOLVED:**

That the above comments be forwarded to the Executive for consideration

The Chair thanked Councillor Hull and Steve Key for attending

**182** **PERFORMANCE UPDATE - QUARTER 2 WELL RUN COUNCIL/CRIME STATISTICS (Item C2)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present for consideration of this item. Jan Hart, Service Director, Public Protection, and Annette Hobart, Strategy and Change Manager, Martin Bevis, Assistant Director Financial Operations and Customer Services, Laura Eden, Children's Services, were also in attendance

The report was outlined for the Committee

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

- Councillor Hull stated that the issues raised at the last meeting had been responded to in the report

## Policy and Performance Scrutiny Committee - 23 January 2020

- Reference was made to the Hate Crime figures, and that the sanctions rates were disappointing, and that the Police needed an improvement on these. Council tax and business rate collection was good
- Discussion took place on channel shift, and that whilst there has been a reduction in the number of callers to the Customer Centre, the number of online transactions needed to increase
- In response to a question, it was stated that the reports on sickness and agency staff would be submitted to the next and following meetings of PPS respectively
- A Member referred to the number of people killed on roads, and that in her view this should be a key PI. Councillor Hull stated that he would consider this, however E&R scrutiny committee may have a view
- A Member referred to sickness absence, and that a report was due to be submitted to the next meeting of the Committee. The Member stated that there was a need to review long term sickness cases, how they are being managed by senior management and trends, possibly reviewing cases of long term sickness absence of 6 months or more
- Reference was also made to the high number of muscular/skeletal injuries in E&R, and that there needed to be a focus by management on reducing these, and to set a zero injury figure, even if this is not ultimately achievable. There was a need to look at what training, action being taken to reduce this figure. Councillor Hull stated that this could be looked at
- A Member also referred to the need to look at trends over a period of time, comparative data with other neighbouring Local Authorities, an analysis of long term sickness, the number of staff in each department, and a narrative of sickness absence from the relevant Director on reasons etc. In addition, there should be an analysis of sickness absence by grade
- It was stated that HR did work with Directors, and senior managers, on sickness, and there is a need to ensure senior management have the capability to address these issues. Staff also needed to be supported in an appropriate manner
- The Chair expressed the view that the figures on stress/mental health/depression and anxiety, also needed to be separated out, as the level of support and other issues would not be the same in each case
- Concern was expressed that the representation of BME staff at senior level is not representative of the workforce or community, and such representation needed to be increased. Councillor Hull stated that the Personnel Sub-Committee were making a number of senior appointments over the next few months, and that hopefully the appointments would increase such representation. In addition, initiatives were being undertaken by the Council to encourage young people to apply to the Council for jobs
- A Member referred to the fact that stress sickness levels were high in some areas of the Council's workforce, and this could be due to a number of reasons, including poor management, and pressures on staff as a result of austerity measures forced on the Council by central Government funding reductions
- In response to a question, it was stated that as PI's were frequently changed, this impacted on the ability to show trends over a long period of time
- Reference was made to the fact that Domestic Violence trends had remained constant over the previous 5 years, however Councillor Hull stated that he had requested the Police to provide information on sanctions rates, as sanction rates were not satisfactory, despite the Council providing more funding for Domestic Violence
- Discussion took place as to the level of agency staff, and it was stated that more detail would be provided in the Agency staff report due to come to the Committee in March. However, there were a number of senior management posts that were being

filled with agency staff at present and this was expensive, however it is hoped that future impending recruitment will assist in reducing this

- In response to a question as to hate crime, Councillor Hull stated that it is difficult to know if the increase is due to an increase in reporting, but in his view there is still underreporting. It was also stated that Faith Hate crime should be broken down into particular faiths

**RESOLVED:**

- (a) That the sickness report due to be submitted to the Committee in February contain further information as follows-
- Numbers of staff per department so that comparisons can be made of % against numbers of staff
  - Comparative data with other neighbouring boroughs, if this is possible
  - Sickness trends/breakdown of sickness by grade
  - Details of long term sickness (anonymised) that are live – over 6 months with a narrative of reasons, action being taken, support given etc.
  - The separation of stress/mental health/anxiety/depression as these should not be grouped together. This should also be done in the next Corporate PI report
  - Muscular/skeletal injuries in E&R should have a narrative of the training given in relation to alleviating these injuries with a view to a zero target being set even if this is not ultimately achievable
  - Details of the number of DV offences over the past 5 years and Police sanction rates when this is available
  - Faith Hate Crimes – future reports should include a breakdown into specific faith groups
- (b) That the Use of Agency staff report, due to be submitted to the Committee in March, include details of the temporary to permanent strategy and progress thereon

The Chair thanked Councillor Hull, Annette Hobart, Martin Bevis, Laura Eden and Jan Hart for attending

**183**

**PERFORMANCE - FUTURE PRESENTATION OF INFORMATION (Item C3)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present and was accompanied by Annette Hobart, Strategy and Change Manager

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

- It was noted that consideration was being given as to the best method for triangulation of information, however this was complex and best used in 'deep dive' scrutiny topics, such as the Universal Credit scrutiny review
- It was noted that it would be useful if future reports could contain some narrative where necessary, to explain why targets have not been reached, reasons therefore etc. and if comparative information could be provided if possible with other neighbouring boroughs
- Reference was made to the introduction of the Housing Dashboard and that this still not been introduced some 2/3 years after promised and this was not satisfactory
- Councillor Hull stated that whilst the Council had a great deal of data, it needed to be more consistent and there needed to be more refined data collection

**RESOLVED:**

- (a) That the evidence and key findings of the review, as set out in paragraph 4 of the report, be noted
- (b) That the recommendations for improving performance reporting arrangements, and effectiveness, as set out in Section 5 of the report be approved
- (c) That Members be informed of the reasons for delay of the introduction of the Housing Dashboard and when this will be operational

The Chair thanked Councillor Hull and Annette Hobart for attending

**184 FINANCIAL MONITORING (Item C4)**

Councillor Andy Hull, Executive Member Finance, Performance and Community Safety was present at the meeting, and was accompanied by Steve Key, Service Director Finance

During consideration of the report the following main issues were raised –

- Noted that there is forecast to be a General Fund underspend on - £2.572m, compared to a forecast underspend of -£0.634m in the previous reported position
- Noted that the HRA is due to break even over the year
- The latest delivery tracker shows that of agreed 2019/20 savings of £13.775m, £12.865m are either on track to be delivered or have been replaced by deliverable alternative savings in the current financial year
- Noted that there were risks in ongoing delivery of some of the 2019/20 savings in future financial years, and a risk based review of the savings programme is currently underway, and will feed into future years budget monitoring reports
- Reference was made to the provision for bad debt in the HRA, and it was stated that this was provision for non-payment of rent to cover the risks of the Council. Reference was also made to the legal costs provision, and it was stated that Councillor Hull would investigate and respond to Members thereon with the detail
- In response to a question, it was stated that in response to the enquiry from Councillor Russell about the number of evictions as a result of non-payment of rent, this may be an issue that the Housing Scrutiny Committee may wish to look into in more detail

**RESOLVED:**

- (a) That the report be noted, and Councillor Hull be requested to respond to Members on the issue raised above relating to legal costs in relation to the HRA
- (b) That the Housing Scrutiny Committee consider investigating the number of evictions, as a result of non- payment of rent, as referred to above

The Chair thanked Councillor Hull and Steve Key for attending

**185 MONITORING REPORT (Item )**

**RESOLVED:**

That the report be noted

The meeting ended at 9.20 p.m.

**CHAIR**



**Chief Executive's Department  
Islington Town Hall  
London N1 2UD**

**Report of: Chief Executive**

<b>Meeting of:</b>	<b>Date:</b>	<b>Ward(s):</b>
Policy and Performance Scrutiny Committee	2 July 2020	All

<b>Delete as appropriate</b>	<del>Exempt</del>	Non-exempt
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## **SUBJECT: Chief Executive COVID-19 report briefing**

### **1. Purpose**

- 1.1 This report outlines the approach undertaken to support Islington Council's staff and residents throughout the Covid-19 pandemic, an unprecedented challenge to the organisation and community. It also outlines some of the key impacts, as well as our on-going mitigations.

### **2. Recommendation**

- 2.1 To consider the update from the Chief Executive on the Council's response to Covid-19.

### **Overview**

### **3.**

- 3.1 The Council started to prepare its response to the emerging Covid-19 pandemic and the international public health emergency in January 2020.

### **3.2**

All business continuity plans were reviewed to identify critical front-line and statutory services that would need to be kept running. We also identified those non-essential services which could be scaled back or stopped in order to focus resource on services that needed to run – prioritising those who are most vulnerable and most at risk. Regular briefings were provided by the Corporate Director of Public Health to the Senior Leadership Team and Executive members as government advice was issued to local

authorities to prepare for the significant challenges ahead. Public Health and Emergency Planning staff, began reviewing the borough pandemic plans at the start of February and had meetings with key partners from across the borough to refine and review contingency plans in line with national and local developments.

- 3.3 In early March, the Council's emergency contingency plans were stepped-up and the Council's command structure was activated at both Gold and Silver levels to manage the boroughs emergency response and be able to respond immediately to government announcements as they happened.
- 3.4 The Borough Emergency Control Centre (BECC) was opened on 16 March, providing tactical and operational support to the GOLD group. The BECC was one of the first to be opened in London and managed the early decisions around PPE distribution to front line staff and care homes, the management of public spaces, shopping areas, advice to schools and the closure of Council buildings.
- 3.5 The Gold command model identified the following key work streams to meet the needs of the residents, community and staff and were shared with elected members:
- Supporting health and social care
  - Schools & early years
  - Child protection
  - Supporting the community and coordinating the community response
  - Homelessness
  - Supporting our staff / employee wellbeing: around safety, mental health and wellbeing, working from home, etc.
  - Supporting local business / keeping the economy moving
  - Excess deaths management
  - Reducing/stopping non-essential services
  - Data & intelligence
  - Planning for the long term / recovery
- 3.6 On 20 March, 'The We are Islington' helpline was launched in partnership with local charities, community organisations and mutual aid groups to provide support to the most vulnerable by providing food parcels, medicine drop-offs and other practical support. The helpline arranged support for the lonely and isolated through regular phone calls. To date the helpline has supported 10,000 families and individuals.
- 3.7 Following the Prime Minister's announcement on 23 March, that all staff except those in essential services were to work from home, Digital Services were mobilised quickly to ensure remote access capacity and IT functionality was deployed to enable office based staff to work at home. Additional software, such as Microsoft Teams and Zoom was rolled out so services could continue to be provided remotely.
- 3.8 The Council regularly communicated across all internal and external channels to ensure that staff, residents and business had access to the information they needed as the situation evolved. As well as dedicated Covid pages on the council's website, we used our social media platforms to communicate important messages, with high engagement rates. We issued on average 2-3 eBulletins a week to residents and businesses as well as 3

leaflet door drops to every household, one of which was an 8-page IslingtonLife lite. To provide additional community reassurance, the Leader of the Council recorded several videos with messaging specific to Islington and has hosted several Leaders Question Times on Facebook Live. Members, staff and managers received regular daily updates by email and through manager bulletins.

- 3.9 Weekly meetings were convened with the Islington Partnership Board, a group made up of representatives from the Whittington Hospital, CCG, GP federation, Police and Fire and Cllr Richard Watts, Leader of the Council along with the Chief Executive. Weekly meetings were also convened with Union representatives to provide an update on staffing impacts and keeping the workforce, especially those on the frontline, protected.

### **Health Impact**

- 3.10 In Islington the number of new cases per day has followed an overall declining trend since mid-April. There were 3 new cases reported between the 11th and 17th June, and the average number of new cases per day in June has been between 0-1 cases per day. This is in line with regional and national trends.
- 3.11 The number of deaths in Islington peaked during the week of the 4<sup>th</sup> - 10<sup>th</sup> April at 42 deaths and has fallen steadily since. Locally and regionally deaths from Covid-19 are at very low levels and non-Covid-19 deaths are now what would be expected for this time of the year. Given the significant cumulative number of Covid-19 cases (an estimated 17% of Londoners may have had Covid-19 to date) and deaths to date in London.
- 3.12 All estimates for the current R (reproduction rate) in London are below 1, however the highest estimate is 0.95, which suggests we are still close to the range (>1) at which you would start to see an exponential increase in number of infections.

### **Suppression of the virus**

- 3.13 In order to continue to contain the suppression of the virus, effective and system wide arrangements still need to be adopted. This will require implementation of the full range of preventative and social distancing measures in our services, those of our partners, businesses, organisations and communities and adoption of and adherence to the necessary behaviours across all these settings. This continues to be a council wide focus both internally and externally.
- 3.14 As the pandemic moves into this next phase, and especially as we move into winter, different challenges in relation to social distancing behaviour and existing health risks will arise. This includes the impact of the usual seasonal flu, the shift in behaviour to more time being spent inside, and an increased risk of social isolation.

### **Entering new phases of lockdown**

- 3.15 As lockdown measures continue to reduce, risk of infection will increase and therefore successful easing will be dependent on robust arrangements being put in place to monitor and understand cases and outbreaks in Islington's population, as well as the more general progression of the epidemic in subsequent phases. This will be important to monitor and understand both on a local and regional level. Local access to data is expected to improve, but at the current time remains limited.

## Outbreak control

- 3.16 The rapid identification, response to and management of local outbreaks is crucial to the control and suppression of COVID-19 during this next phase, whilst enabling life to return to a more normal footing. Islington Council, along with all upper tier Local Authorities, is developing an Outbreak Control Plan, which will set out our local role and arrangements for the prevention, identification and management of local outbreaks, which will work in close conjunction with Public Health England's London Coronavirus Response Centre, as well as with the national NHS Test and Trace programme.
- 3.17 Engaging our communities in this endeavour, and tailoring our local arrangements, communication and support to respond to the needs of our local population will be essential to the effectiveness of local Outbreak Control.

## Preventing and mitigating disproportionate impacts

- 3.18 The evidence is clear that the impact of Covid-19, and the negative health, financial and social impacts are not felt equally across Islington or nationally. Preventing and reducing further disproportionate impacts, ensuring we protect the health of our BAME residents and staff, and preventing further exacerbation of existing health, social and economic inequalities, will require a clear and consistent focus on the equity impacts of the interventions and measures we take in this next phase, as well as requiring targeted action and work to support and protect the most impacted groups. This is being supported through the new operating model, for the "new normal" and in particular our work on community wealth building.

## **4. Financial implications**

- 4.1 Based on initial estimates in May, the Council is currently facing total COVID-19 related budget pressures of around £74 million (£24 million additional costs and £50 million income losses). We have received total grants of £15.6 million from Government, which leaves a gap of around £58m.
- 4.2 This includes a potential in-year General Fund budget shortfall of £36 million in 2020/21, £10 million Council tax and business rates income losses that would impact the 2021/22 budget and £12 million HRA budget pressures.
- 4.3 Any shortfall not funded by central government would weaken the Council's balance sheet and reserves, which would need to be replenished in future financial years.
- 4.4 The estimated in-year shortfall remains very uncertain, as the situation is continually changing based on Government guidance and emerging actual cost data. There will be an early budget monitoring report to the Executive on 9 July 2020 to update these estimates and consider the 2020/21 budget position in more detail.
- 4.5 Beyond the current financial year, officers are currently estimating a net budget gap of £58 million over the three-year financial planning cycle 2021/22 to 2023/24. This is in addition to existing planned savings. The medium-term financial outlook is arguably the most uncertain it has ever been due to the unknown longer-term impact of COVID-19 and available Government funding over this period.

## 5. Workforce impact

5.1 To monitor the impact of COVID on our workforce, Public Health analysts were requested to report on staff working from home, working on site or unable to from 16 March.

5.2 Following the change in work from home guidance, a reporting system was developed that could be easily used by all services in the Council and fed into a dashboard that would highlight key messages for BECC and GOLD as well as meet our London-wide reporting responsibilities.

5.3 This system, went live on Thursday 2 April and from that point, critical services were asked to submit reports daily, Monday to Friday. All services identified as non-critical were asked to submit a report once a week.

### 5.4 Workforce Overview

- The percent of staff reported as unable to work reached a high point of 23% on 3 April and 7 April, but has been decreasing subsequently, reaching a low point of 11.5% on 5 May and 3 June.
- The percent of staff reported as working on site was around a quarter (25%) of staff in early April but has subsequently increased to just over a third of staff working on site in June.
- The percent of staff reported as working from home has been between 50% and 60% of staff between 2 April and 19 June.
- On average, 78% of critical services reported performing as normal (1) between 2 April and 19 June.
- One critical service reported being unable to take urgent/essential response (4) on 5 May, and one critical service reported covering urgent responses only (3) on each day between 7-14 May.
- Non-critical services were more impacted than critical services, with an average of 57% of services reporting performing as normal (1) and 34% of services reporting performing at a reduce service (2) between 2 April and 19 June.
- According to the most recently reported figures on 1 June, 99 members of staff have been tested for Covid-19.

## 6. Welfare response: Universal Credit

6.1 Islington has been a full-service Universal Credit site since June 2018, since this time all new claims and some change of circumstances mean you claim universal credit rather than the legacy benefits universal credit is replacing.

6.2 The table below shows the universal credit claimant count across Islington's two jobcentres. In the pre-COVID-19 period the claimant count had been slowly increasing, reaching 13,356 on 11 March 2020. From the 11 March 2020 to the 12 June 2020 there

has been a 110% increase in the universal credit claimant count, seeing the overall number of claims reach over 28,000.

<b>Jobcentre</b>	11-Mar-2020	01-Apr-2020	10-Apr-2020	17 April 2020	23 April 2020	04-May-2020
Barnsbury	7,947	11,092	12,134	11,694	13,113	12,724
Finsbury Park	5,409	8,108	8,821	9,180	9,625	9,973
<b>Total Jobcentre</b>	<b>13,356</b>	<b>19,200</b>	<b>20,955</b>	<b>20,894</b>	<b>22,501</b>	<b>22,697</b>
<b>Jobcentre</b>	11-May-2020	18-May-2020	25-May-2020	01-Jun-2020	08-Jun-2020	12-Jun-2020
Barnsbury	13,646	14,015	14,284	14,282	15,430	16,956
Finsbury Park	10,203	10,560	10,729	10,911	10,041	11,156
<b>Total</b>	<b>23,849</b>	<b>24,575</b>	<b>25,013</b>	<b>25,193</b>	<b>25,471</b>	<b>28,112</b>

6.3 Universal credit caseloads in Islington continue to rise, in line with the national figures. New national figures show that whilst new claims to universal credit have slowed down in some parts of the country, 4 districts in London are in the top 6 districts nationally for new claims received in w/c 8 June. North London was the 2nd highest nationally, after West London.

6.4 In mid-February 2020 there were 2.6m households on universal credit nationally. However, in the period 1 March to 2 June 2020 a further 3.1m individuals in 2.5m households have made a claim for universal credit (though not all will be eligible).

6.5 Pre-COVID-19 one of the impacts for the Council of residents moving on to universal credit has been increased rent arrears. The rent arrears for universal credit claimants has been on average four times higher than those not claiming universal credit. This trend has continued with the increase in numbers claiming universal credit during COVID-19.

6.6 Universal credit rent accounts

- At 31 May 2020 total rent arrears across UC tenants was £4.61m
- 68% (3,459) of UC tenants are in arrears, with average arrears of £1,356

6.7 Non-UC rent accounts

- For non-UC accounts, total rent arrears is £1.075m
- 39% (3,784) of all non-UC accounts are in arrears
- Average arrears for those in arrears is £348

#### Additional support for residents

6.8 The Council has taken action to help households impacted by COVID-19. The Residents Support Scheme eligibility has been extended to meet increased demand from the large numbers of residents facing financial crisis as a result of COVID-19. The value of food and energy vouchers has been doubled to reflect that many applicants will be in severe financial crisis due to loss of income/earnings.

- 6.9 During the COVID-19 period of 23 March 2020 to 16 June 2020, crisis awards totaling £139k have been awarded to residents facing financial hardship. By comparison the average annual crisis awards for previous financial years has ranged between £12k to £14k.
- 6.10 As part of its response to COVID-19, the Government announced in the Budget on 11 March that it would provide local authorities in England with £500m of new grant funding to support economically vulnerable people and households in their local area. The expectation is that the majority of the hardship fund will be used to provide Council tax relief, alongside existing local Council tax support schemes. Islington received an allocation of £3,879,455, this has been used to provide Council tax relief of up to £150, for all working age recipients of Council tax support. Circa £2.2m of Council tax relief has been allocated thus far to 2020/21 Council tax bills. The expectation is that the remainder of the grant will be used to fund the Council tax relief for all new claimants of Council tax support during 2020/21.
- 6.11 The increase in universal credit claimants during COVID-19 has resulted in increased workloads for Council staff in a number of area with an increase in notifications received from the Department for Works & Pension to the Council's Processing Services area (housing benefit & Council tax support).
- 6.12 Pre-pandemic the numbers received were a little higher in 2020 compared to 2019 due to the slow gradual increase in universal credit numbers. Since COVID-19 there has been three times increase in April 2020 compared to April 2019 and over double in May 2020 compared to May 2019.
- 6.13 Department for Work & Pensions staff are now publicising the Islington Working employment support offer to new universal credit claimants. A message summarising the offer and providing contact details has been posted on new claimant's personal online journals. The iWork service has seen a 35% increase in referrals as a result of this intervention.

## **7. Employment support**

- 7.1 iWork adult employment has continued to be delivered remotely, by phone, email and Skype. As DWP is currently focused on dealing with benefits claims, iWork established a referral process. A message summarising the employment support offer has been posted on new claimant's personal online journals. The service has seen a 35% increase in enquiries due to this intervention. The service is now circulating the offer in a similar way to Council housing tenants.
- 7.2 Most of the residents supported directly by iWork are long-term unemployed and many are focusing on immediate priorities such as childcare and ensuring that they are able to maximise their entitlements to any benefits at this time. We anticipate the group most likely to be looking for work in the short term to be those who have recently become unemployed.
- 7.3 iWork will prepare for an increase in demand for adult employment support focused on those who are actively seeking work in key groups including parents, BAME, and those with disabilities and health conditions who are able to work. Working with BAME community leaders the service has developed a BAME employment forum that will meet 3-

4 times per year. The first meeting was attended by twelve groups including the Network of Eritrean Women and Alfah Somali Community. Islington refugee forum fed back that they found the meeting helpful to establish links with employment services in the borough.

- 7.4 Employment coaches have been active during the lockdown period and “surge” in supporting recruitment into the Health and Adult Social care sector, working with Council contractors and the Proud to Care recruitment campaign. 25 residents have been made job offers by our local contractors and GPs. All of these jobs, and any others that we or our partners have been aware of, have been posted on the Islington Working bulletin, which goes out to over 80 local groups supporting Islington residents.
- 7.5 The Inclusive Economy team has continued to plan for job opportunities with Affordable workspace providers, and to make sure that local entrepreneurs are better linked with local communities, for example negotiating Level 1 and 2 qualifications in sewing from Fashion Enter, who have been active in producing protective clothing during the outbreak.
- 7.6 The service is also providing ongoing support to residents who have been placed in apprenticeships. The team has stayed in touch with all the training providers and apprentices throughout the lockdown. Young people are among those most affected by the economic downturn, and more likely to be in insecure work. With less experience than older residents, they may find it harder to enter a more competitive jobs market.
- 7.7 Many external youth partners have reduced their service or furloughed staff; at least one key partner was already experience financial difficulties, and there is a risk that smaller organisations may have to close. The recently launched youth skills and employability programme is vital to meet increased demand. Work has also commenced on new cross-cutting action plan across Children’s services to improve EET outcomes of vulnerable young people.
- 7.8 Prior to lockdown 250 young people in Year 11 were identified as at risk by schools of becoming NEET. Furthermore, issues including an initial lack of clarity around GCSE, vocational assessments, post-16 application and enrolment arrangement create greater risk for all young people in Year 11 and sixth form, particularly, for those who are already disadvantaged.
- 7.9 The Progress team is working closely with schools and colleges to ensure transition support is in place for those leaving education, and that this is sustained throughout the summer period and into the new academic year. Transition guidance has been issued to schools to outline key responsibilities.

## **8. Implications**

### **8.1 Financial Implications:**

Financial implications are detailed in the body of the report.

### **8.2 Legal Implications:**

The Council is under a duty to comply with the lockdown laws generally and in particular the Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 (as amended), and to have due regard to relevant Government guidance.

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

The aim is to reduce the Islington's carbon emissions to net zero by 2030 meaning that a net zero carbon strategy is the single most important one in terms of environmental implications. During the lockdown period we have seen some positive impacts with respect to net zero carbon:

Specifically the Council has developed a major new programme which builds on the circumstances associated with the with the Covid-19 lockdown arrangements. This has resulted in a significant amount of car and vehicle use alongside more walking and cycling.

People Friendly Streets will:

- make it easier, safer and more pleasant to walk and cycle on Islington's streets as part of everyday life;
- ensure that the borough's streets are healthier and greener for all; and
- make it easier to practice social distancing now and in the future.

Improvements to the borough's streets will ensure that they are friendly to all users especially children, young people, older people, people with impaired mobility, and people with disabilities and in poor health.

The council is therefore committed to developing a borough wide programme of People Friendly Streets. This programme will include:

- a) Low Traffic Neighbourhoods;
- b) the acceleration of the School Streets Programme; and
- c) the introduction of a lorry control scheme in all residential areas across the Borough.

As part of the Council's response to Covid-19 it became a priority to support social distancing by introducing a programme of temporary footway widening within the town centres and secondary shopping areas as well as schools. Working with TfL, additional schemes were introduced on major roads including Seven Sisters Road, and various part of the A1 which also support access to and safe queuing at for major railway and Underground stations.

In addition, the Council is working with TfL and partner boroughs to identify temporary and new cycle routes.

### **8.4 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 new Policy and Equality Team within the Chief Executive's Department has undertaken research into the impacts of Covid-19 on protected characteristics, looking at both national data, reports and studies and feedback from local communities and organisations. Our research into the equalities impacts of COVID-19 has identified:

- Higher rates of diagnosis and death from COVID-19
  - Older People
  - BAME
  - Men
  - Deprivation
  
- Those groups most affected by wider socio-economic impacts:
  - Women
  - Pupils (particularly SEND, FSM) and young people
  - Disabled people
  - BAME
  - Faith communities

A Covid-19 Equalities Action Plan has been drawn up to address the impacts on our communities. This sets out a series of programmes focusing upon the emerging themes:

- Public health campaigns to tackle the underlying health conditions that increase the risk of COVID-19
- Developing and promoting activities and support to tackle social isolation
- Campaigns to promote cohesion and diversity and to tackle hate crime
- Targeted work with children and young people whose educational outcomes and opportunities have been impacted by COVID-19
- A programme of public commemoration events and opportunities to enable people to remember those who have died during the outbreak
- Tackling digital exclusion
- Tackling domestic violence and promoting safe spaces
- Targeting skills development and employment support at those groups who have been most impacted by lockdown and redundancies – BAME, women, young people, and older workers
- Running an income maximisation campaign to ensure residents who are struggling financially as a result of COVID-19 are accessing all the benefits and grants to which they are entitled
- Reviewing use of emergency powers in Islington e.g. stop and search, detention and removal, to ensure that they have not been used disproportionately on BAME communities or those with mental health issues or learning disabilities.

## 5. Conclusion

5.1 The Council has responded swiftly and effectively to the scale and speed of the crisis and this is in part due to the strong relationships with partners across the borough and local communities, and the flexibility and hard work of our staff, which has enabled us to develop a responsive and agile approach to meet the needs of residents.

Going forward, these strong relationships with partners, communities and staff - will be essential as we start rebuild a Fairer Islington. All efforts will have to be delivered within the budget constraints set out in this report and the Council will need to be ready to step-up to any future outbreaks of the virus if they occur.

In all that we do the approach will ensure a strong focus upon tackling the structural inequalities that have been highlighted by the crisis and working with communities to bring about real and lasting change.

Background papers: None

Appendices: None

### Signed by:

Linzi Roberts-Egan, Chief Executive

Date 23 June 2020

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**Report of: The Acting Director of Human Resources**

<b>Meeting of:</b>	<b>Date</b>	<b>Agenda item</b>	<b>Ward(s)</b>
<b>Policy and Performance Scrutiny Committee</b>	<b>2 July 2020</b>		All
<b>Delete as appropriate</b>		Non-exempt	

## **Subject: Islington Council’s use of Consultants, Interims and Agency Workers**

### **1. Synopsis**

- 1.1 This report provides the Policy and Performance Scrutiny Committee with an update from the March period on the Council’s Reed contract and the use of consultants, interims, contractors, and agency workers (collectively known as contingent workers).
- 1.2 The report also provides an update on contingent worker usage under the Local Government Resourcing Partnership contract and other contracts outside of the Reed framework.

### **2. Recommendations**

- 2.1 To note the information provided in this report and the progress to:
  - a) Manage the cost and use of contingent workers
  - b) Update on the strategies for monitoring and reducing usage and costs.

### **3. Background**

- 3.1 Reed acts as a Managed Service Provider (MSP) to manage the supply of contingent workers recruitment for the Council.
- 3.2 The council also engages contingent workers through the Local Government Resourcing Partnership contract and other contracts outside of the MSP contract provision by Reed.

- 3.3 Definitions of the different categories of contingent workers including IR35 status are included in **Appendix 1**. **Appendix 2** comprises a series of flow charts, outlining the processes for recruiting agency workers through the Reed contract. **Appendix 5** provides information on governance arrangements including arrangement for those contracts outside of the Reed framework.
- 3.3 The Reed contract will expire on 31 January 2021 but permits a one year maximum extension until 31 January 2022.
- 3.4 Agency staffing (interim, consultants, and agency workers) form a necessary contingent part of our workforce where specialist skills or short-term front-line cover for our services are required. It is recognised however that this spend has increased and further action is now required to ensure we hit our target of the percentage of agency as a proportion of all staff, which is 10%.

#### 4. Update on the Reed Agency Contract spend and agency worker Numbers:

- 4.1 **Appendix 3a** provides an update on the spend for contingent workers by directorate for the period 1<sup>st</sup> June 2019 to 31<sup>st</sup> May 2020.

For comparison, the total spend for the previous 12-month period, 1<sup>st</sup> June 2018 to 31<sup>st</sup> May 2019 is included. The comparison shows an increase in expenditure of £3.3M.

The table shows reductions in spend in the Chief Executive Department and Housing but a rise of £2.2M in Environment and Regeneration and increases in People Services (£519K) and Resources (£779K).

Department	Increase/decrease in spend in a rolling 12 month period since the previous report
People	£519,541
Environment & Regeneration	£2,227,854
Housing	-£197,336
Resources	£778,673
Chief Executive Department	-£39,498

4.2 Also included in **Appendix 3a** is the spend by category of contingent worker.

- PAYE – Pay as You Earn - for workers directly employed by recruitment agencies
- PSC – Public Service Companies – for interims and consultants employed outside of IR35, with payments made to their Limited Company
- Umbrella – for workers paid through Umbrella companies, this includes agency workers, interims and consultants inside of IR35

4.3 **Appendices 3b and 3c** show the spend by department and by category of contingent worker for the financial years 18/19 and 19/20. The spend for 18/19 was £20,941,451 and for 19/20 the spend was £23,800,402. A rise of £2,858,951.

The rise in spend under the Reed contract cannot be solely explained by an increase in the numbers of agency workers.

4.4 The number of agency staff by full time equivalent (fte) listed at a directorate and at Departmental level can be found in **Appendix 4a** for the last 12-month period, **Appendix 4b** for 18/19 and **Appendix 4c** for 19/20.

4.5 For 18/19, the number of fte per month varied from 443 to 543. For 19/20, the number of fte varied from 461 to 531. Whilst the number of agency workers per month by fte was higher for 11 months of 19/20 compared to 18/19, the increased spend cannot be attributed wholly to a higher number of contingent workers.

4.6 The other reasons for the rise in expenditure, in addition to rises in fte are due to the following issues:

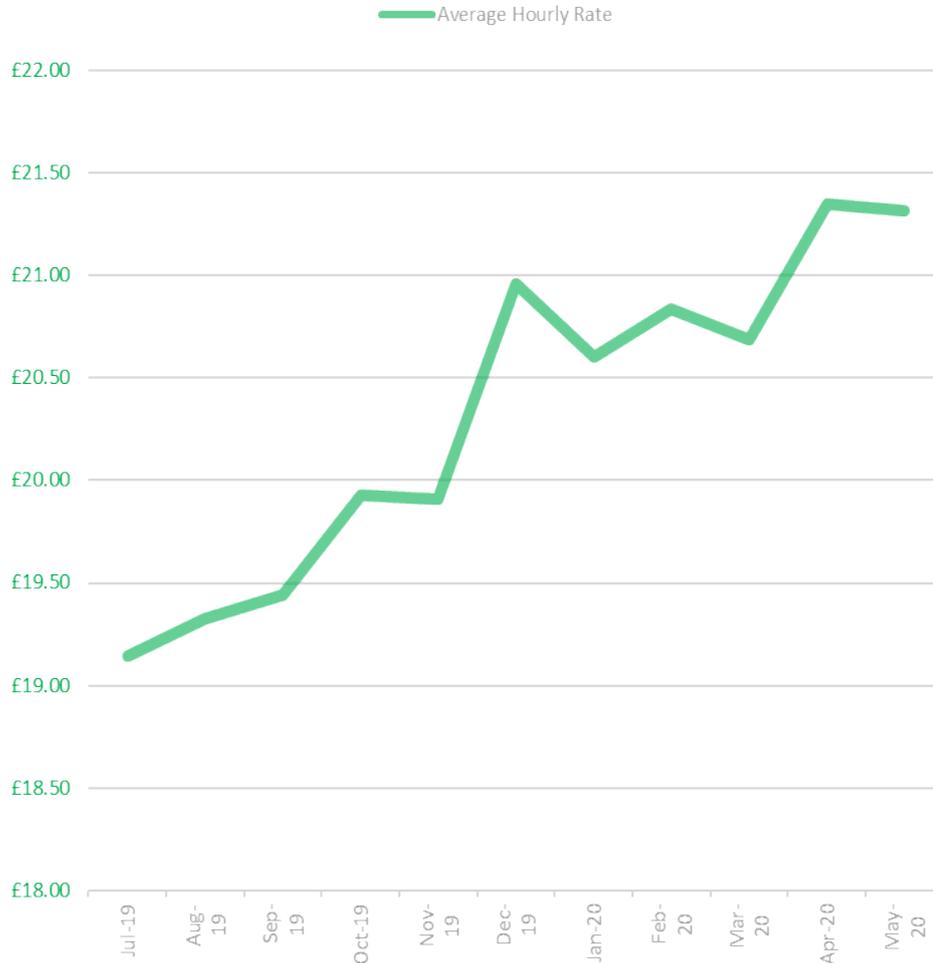
- Increases in hourly rates
- Higher levels of overtime payments for agency workers
- Higher average tenure of agency workers

4.7 Increases in hourly rates

Across the Council, the hourly rates have been increasing over the last 12 months, from an average of £19.14 per hour to £21.32 per hour. An 11% increase over the last 12 months.

The chart shows a reduction in pay rates in January to March the rate then rises sharply before flattening again in May.

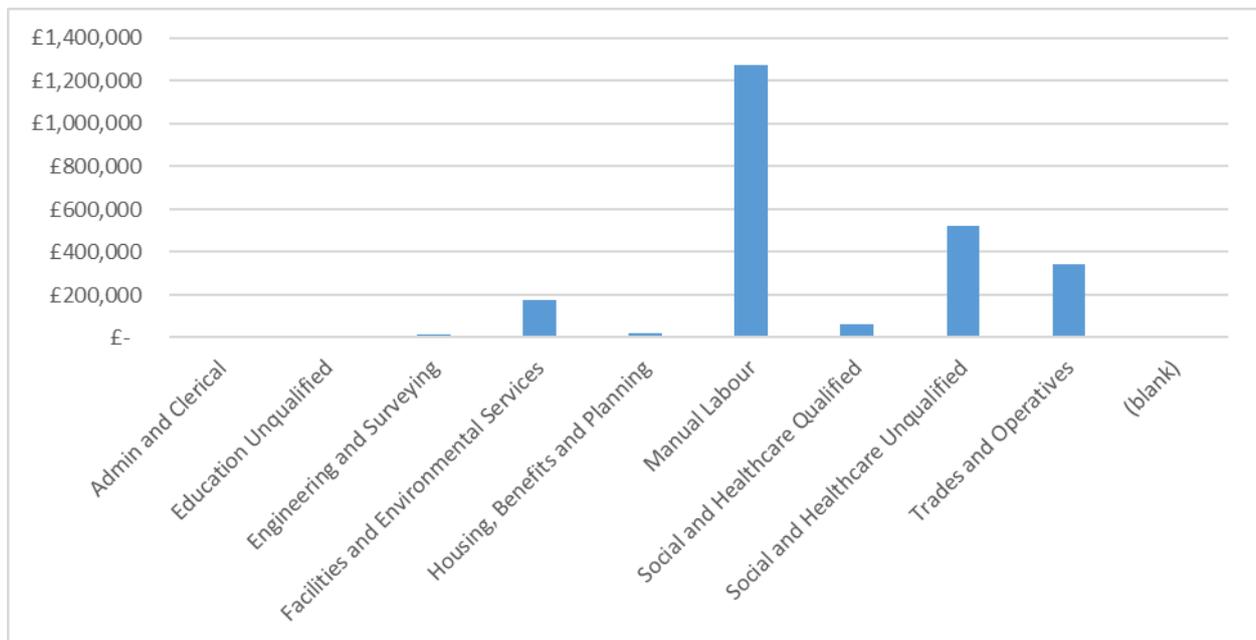
## Average Temporary Pay Rates



The reasons for the increases in the hourly pay rates for agency workers are:

- Changes in composition of the agency workforce with more agency staff working for Islington at higher bandings than in the previous year
- Market conditions have pushed up day rates for some roles. We match the pay scale for permanent employees but sometimes do not appoint at the bottom of the scale in order to secure the recruitment of agency staff.
- Inflationary rises

Based on individual invoices (timesheets) processed in the last 12 months Islington has authorised £2.4 million spend on overtime payments for agency workers.

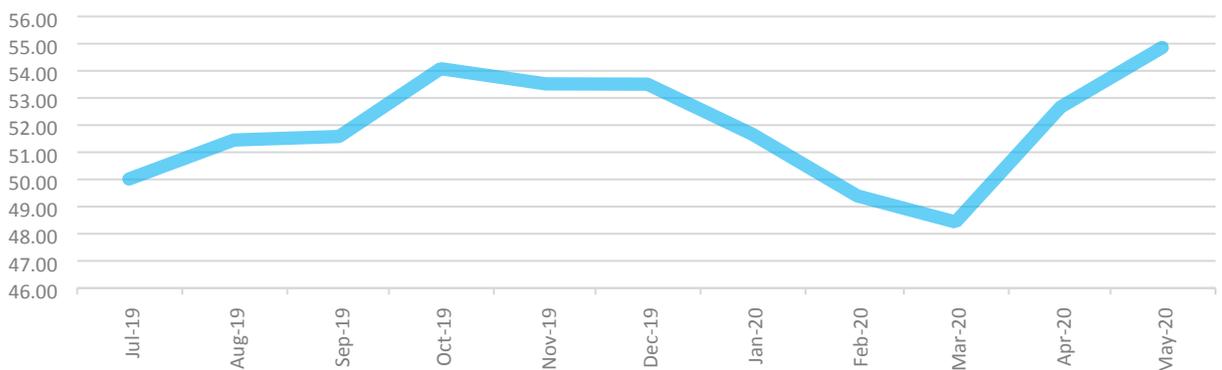


Agency workers working above 35 hours per week receive the same overtime entitlements Format at the enhanced rates paid to permanent employees.

#### 4.8 Average Reed agency worker tenure by weeks

The chart below shows the average tenure of agency workers over the last 12 months. Whilst the average tenure for the last 12 months has fallen from 52 weeks to an average of 51 weeks this has had no impact on spend due to the rise in hourly pay rates and the additional overtime worked. The Council has agreed a principle that the tenure for agency workers should not exceed a year.

**Average Weeks Tenure By Period**



The average week's tenure rises sharply in March. This is most likely due to Covid-19 where agency staff were extended to support the emergency effort.

## 5. Update on contingent worker spend outside of the Reed MSP contract

- 5.1 The council also engages contingent workers outside of the Reed framework. This can be through the Local Government Resourcing Partnership or other direct contracts. These contracts are paid through the council's invoice payment processes.
- 5.2 The table shows the spend on contingent workers outside of the Reed contract For the 18/19 and 19/20 financial years.

Contingent worker spend outside of Reed MSP contract		
Financial year	18/19	19/20
Total spend	£1,719,532.00	£2,968,134.00

The main spend items are on three consultancy companies providing interim cover for senior posts during the 18/19 and 19/20 periods. This has been a highly unusual period where key roles required urgent cover and included Acting Head of Paid Service, Head of Digital Services, Director of Corporate Finance, Corporate Director of People, and Corporate Director of Resources. All but one of these contracts have been terminated. Permanent recruitment is also taking place in vacant senior management positions and it is therefore not expected that such high spend will be replicated in the current financial year.

Since 1st April 2020, three interims and consultant contracts have also been terminated. Corporate Directors have also been tasked with providing regular status reports as to the continued need for interims and confirmation of the expected end of each engagement in order that there is greater rigor in the usage of Interims and Consultants.

- 5.3 Comparison of spend with the Reed MSP contract for the above periods shows the following total spend for the 18/19 and 19/20 period.

Contract type	Financial year	
	18/19	19/20
REED Managed Service Provider	£20,956,597	£23,802,920
Non-Reed provision	£1,719,532.00	£2,968,134.00
Total contingent worker spend	£22,676,129	£26,771,054

## **6. Reducing agency spend**

### **6.1 Engagement of contingent workers**

It is recommended that all contingent workers are engaged through the Reed framework to allow appropriate analysis and management of contingency workforce spend. There may be some exceptions where specialist roles cannot be filled using the Reed framework e.g. IT specialists.

The Local Government Resourcing Partnership can be used in special circumstances for interim recruitment to senior roles, with appropriate business case and governance in place.

A full analysis of non-Reed contract spend will be undertaken to assess how costs can be reduced and/or assignments transferred to the Reed framework.

### **6.2 Temp to Perm**

We have introduced a 'temp to perm' guidance to support temp to perm recruitment in departments. This process was underway in some departments but has been delayed due to Covid 19. The HR Resourcing team are supporting departments and directorates to manage this.

### **6.3 HR support to Departments**

HR/departmental surgeries are already taking place to explore alternatives to agency staffing. In addition, HR are attending Departmental Management Teams where the use of agency and contingent workers is a standing item. This analysis and challenge of current engagements will be undertaken across the board to drive reduction.

Where agency workers are used to cover hard-to-recruit-to posts, departments will work with HR on alternative strategies to develop a sustainable workforce.

Where agency workers are engaged, recruitment on a permanent or fixed-term basis will be undertaken concurrently, except when the need is for periods shorter than three months.

### **6.4 Overtime spend**

Overtime spend including that of agency staff is currently being reviewed by directorates and with the support of HR.

### **6.5 Reed offer**

Reed have submitted proposals regarding improved overtime control, reduced margins for candidates referred by the Council and reduced supplier agency margins for workers engaged for over 6 months.

These will be considered as part of the surgeries and DMT meetings undertaken between HR and directorates.

### Demand Management

One way to reduce overall spend is to reduce the number of contingent workers requested via the contract. This may not always suit business needs but Islington could consider an extra authorisation level or business case requirement to reduce orders.

### Overtime Cap

Based on individual invoices (timesheets) processed in the last 12 months Islington has authorised the following overtime – £2.4 million spend. An overtime cap could reduce this spend significantly. Reducing overtime by 10% for example would result in a saving of £240k based on the current spend.

### Day Rates

Over the last year, 16 workers have been paid over £40 per hour. Moving forward we will cap day rates at £40 (implemented in February 2020) or we can move these candidates to day rates, saving a potential £6,000k per year. As well as presenting a margin saving, this strategy will reduce overtime spend. Over the last year, agency margins on day rate contractors totaled £103,814. If we can negotiate a 10% reduction across the supply chain, we can realise a saving of £10,381.

### Client Supplied Candidates

There are reduced margins for Client Supplied candidates. If managers want to request a candidate who has worked for Islington previously, they do not have to go back through the original agency. Workers can join the Client Supplied pool. Benefits are:

- Knowledge of the skills and abilities of the worker
- No interview and selection process
- Savings on charge rates

## **7. Implications**

### 7.1 Financial implications:

The attached report includes the current spend on agency workers for 2019/20 and 2018/2019.

7.2 Procurement Implications:

None, as no changes to the contract with Reed Talent Solutions or the LGRP contract.

7.3 Legal Implications:

None, as no implications for agency worker regulations.

Signed by:



Acting Director of Corporate HR, Head of  
Schools HR

Date: 24 June 2020

## **Appendix 1 - Terminology**

### Consultants

Consultants are appointed for specific time-limited project(s) to provide expertise and/or advice. Consultants are appointed for a project with a specific brief and cannot be moved from task-to-task by the organisation that engages them.

Consultants do not have any post holder responsibility for the organisation who contracts them and do not manage staff for the organisation. Consultants do not have decision-making authority. Consultants agreements are contracts for service i.e. supplier contracts. Consultants may undertake the work themselves or engage such competent and capable additional workers as required to deliver the project outcomes within their fixed fees. Consultants are not directed, but instead establish when, how and where to undertake the work to achieve the desired outcome. Consultants are responsible for their insurance, the primary equipment they need and rarely have set hours. They must rectify any mistakes or unsatisfactory work at their expense.

### Interims

Usually people who are described as 'interims' are covering senior roles in an organisation and are appointed at times of change for example when a senior manager leaves, when a new role is created, or when a part of the organisation is going through change.

Their appointment is intended to give the organisation time to recruit to the role on a permanent basis.

Interims are also engaged to respond to a specific project need i.e. unforeseen circumstances such as the Covid-19 response.

### Contractors

A contractor can be:

- self-employed
- a worker or an employee if they work for a client and are employed by an agency

Independent contractors are self-employed workers who provide services for an organisation under a contract for services. Independent contractors are not employees and are typically highly skilled, providing their clients with specialist skills or additional capacity on an as needed basis. Contractors usually have specific niche skills.

The terms consultant interim and contractor are often misused with the distinction between the interim and contractor often being blurred.

## Day rates

Day rate fees will vary dependent on;

- Duration of the assignment
- Location of the work and or travel requirements
- Experience & specialism
- Nature of the assignment

## Charge rates

The overall rate for the assignment, which is the day rate plus the agency margin, NI, any overtime worked, pension, framework costs  
The agency margin varies according the type of role and the availability of candidates in the market.

## IR 35

Changes to legislation came into effect on 6th April, 2017, meaning that responsibility for assessing the tax status of all contingent workers (consultants/interims/agency workers) operating through a limited company for public sector organisations shifted from the worker to the engager (the agency or council).

The changes to the regulations were designed to provide clarity, on a case-by-case basis, as to whether a contingent worker is undertaking a role in circumstances that are similar to those of an employee, or if they are more closely aligned to someone who is self-employed.

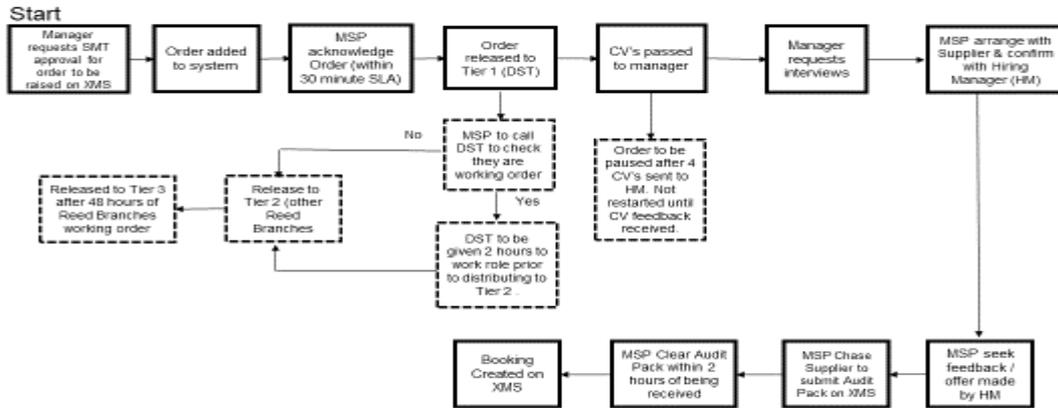
Discussions took place with the senior leadership team in 2017 regarding the impact of the changes and the following principles were agreed:

- People working in the public sector should pay the appropriate amount of income tax and National Insurance
- The council, in agreement with the other London boroughs will be resisting pressure to raise rates of pay.

The Council uses the HMRC Assessment Tool to check employment status for tax.

## Appendix 2 – Process Flow Charts for the management of Agency Bookings through the Reed Managed Service Provider Contract

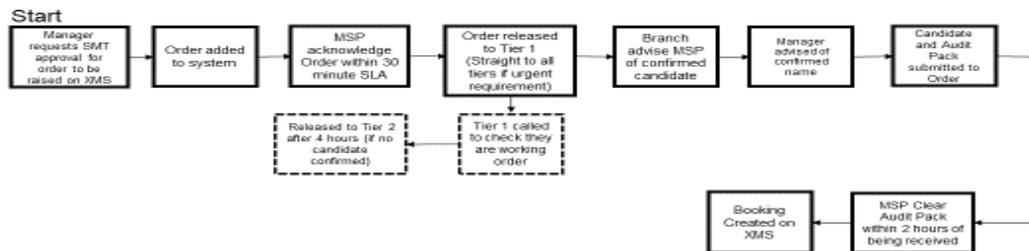
Islington Standard Agency assignment - Process Flow Chart



Islington Agency Referral - Process Flow Chart



Islington Agency Shift - Process Flow Chart



**Appendix 3a - The spend on contingent workers by directorate for the last 12 months and spend by category of worker (Reed Contract)**

	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Total 12 Months	Previous 12 months	Direction of travel	Increase/decrease
<b>Turnover (Invoice Value Excluding VAT)</b>																
<b>Agency Total</b>	<b>£2,291,146</b>	<b>£1,919,744</b>	<b>£1,889,966</b>	<b>£2,281,923</b>	<b>£1,874,315</b>	<b>£1,837,344</b>	<b>£2,102,654</b>	<b>£1,738,337</b>	<b>£1,986,118</b>	<b>£2,482,598</b>	<b>£1,965,586</b>	<b>£2,157,735</b>	<b>£24,527,464</b>	<b>£21,187,508</b>	↑	<b>£3,339,956</b>
People	£850,138	£688,695	£638,049	£792,208	£687,077	£678,612	£775,272	£637,693	£759,803	£940,205	£720,001	£786,600	£8,954,353	£8,434,812	↑	<b>£519,541</b>
Environment And Regeneration	£745,836	£662,468	£717,008	£827,744	£661,572	£656,918	£789,621	£623,152	£674,295	£852,378	£682,011	£760,342	£8,653,345	£6,425,490	↑	<b>£2,227,854</b>
Housing	£358,090	£295,263	£287,444	£358,300	£279,062	£267,764	£289,285	£239,453	£278,848	£330,477	£273,821	£311,229	£3,569,035	£3,766,371	↓	<b>-£197,336</b>
Resources	£324,675	£269,892	£240,741	£294,714	£239,783	£228,404	£241,873	£230,757	£262,066	£340,485	£273,685	£282,785	£3,229,860	£2,451,186	↑	<b>£778,673</b>
Chief Executive Department	£12,406	£3,427	£6,723	£8,957	£6,822	£5,646	£6,602	£7,283	£11,106	£19,053	£16,067	£16,779	£120,871	£160,369	↓	<b>-£39,498</b>
PAYE	£1,385,666	£1,212,918	£1,232,262	£1,449,759	£1,126,640	£1,133,293	£1,278,068	£1,027,774	£1,123,693	£1,355,533	£1,063,752	£1,199,739	£14,589,096	£13,027,506	↑	<b>£1,561,590</b>
PSC	£72,957	£51,430	£39,850	£49,216	£39,386	£32,154	£45,175	£52,331	£68,087	£80,646	£68,549	£70,686	£670,467	£422,695	↑	<b>£247,772</b>
Umbrella	£832,523	£655,396	£617,854	£782,948	£708,290	£671,896	£779,411	£658,232	£794,338	£1,046,418	£833,285	£887,310	£9,267,901	£7,737,307	↑	<b>£1,530,594</b>
Other	£375	£68	£5	£671	£36	£55	£24	£13	£147	£278	£373	£175	£2,220	£12,341	↓	<b>-£10,121</b>
<b>Total</b>	<b>£2,291,521</b>	<b>£1,919,812</b>	<b>£1,889,970</b>	<b>£2,282,594</b>	<b>£1,874,351</b>	<b>£1,837,399</b>	<b>£2,102,678</b>	<b>£1,738,349</b>	<b>£1,986,266</b>	<b>£2,482,875</b>	<b>£1,965,959</b>	<b>£2,157,909</b>	<b>£24,529,684</b>	<b>£21,199,850</b>	↑	<b>£3,329,835</b>

### Appendix 3b - The spend on contingent workers by directorate for 18/19 and spend by category of worker (Reed Contract)

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Total 12 Months
<b>Turnover (Invoice Value Excluding VAT (£))</b>													
<b>Agency Total</b>	<b>£1,547,566</b>	<b>£1,602,635</b>	<b>£2,018,881</b>	<b>£1,616,293</b>	<b>£1,473,075</b>	<b>£1,820,263</b>	<b>£1,550,101</b>	<b>£1,643,553</b>	<b>£1,901,900</b>	<b>£1,635,630</b>	<b>£1,768,525</b>	<b>£2,363,029</b>	<b>£20,941,451</b>
People	£626,009	£642,395	£781,855	£677,791	£626,680	£735,859	£651,046	£683,124	£769,901	£642,212	£673,562	£832,201	<b>£8,342,636</b>
Environment And Regeneration	£521,916	£533,976	£668,452	£470,829	£458,894	£557,634	£453,198	£460,558	£537,982	£459,784	£513,402	£774,123	<b>£6,410,748</b>
Housing	£299,543	£300,404	£389,169	£313,553	£250,378	£356,287	£284,141	£304,595	£315,208	£292,225	£307,345	£394,942	<b>£3,807,789</b>
Resources	£93,932	£112,114	£158,115	£132,006	£123,009	£149,374	£141,386	£171,849	£259,774	£228,299	£260,687	£343,366	<b>£2,173,909</b>
Chief Executive Department		£4,290	£12,006	£11,835	£11,229	£12,306	£12,188	£15,810	£15,328	£13,109	£13,529	£18,396	<b>£140,026</b>
Public Health	£6,166	£9,456	£9,285	£10,280	£2,886	£8,804	£8,142	£7,618	£3,707				<b>£66,344</b>
PAYE	£1,016,155	£1,057,656	£1,354,624	£1,034,904	£947,601	£1,139,803	£940,889	£974,423	£1,105,640	£961,077	£1,031,971	£1,456,115	<b>£13,020,858</b>
PSC	£16,970	£14,693	£21,061	£14,010	£12,896	£20,035	£12,490	£18,943	£51,127	£46,404	£54,874	£73,687	<b>£357,190</b>
Umbrella	£514,441	£530,287	£643,196	£567,378	£512,578	£660,426	£596,722	£650,187	£745,134	£628,148	£681,679	£833,227	<b>£7,563,403</b>
Reed	£87,513	£125,229	£222,221	£195,850	£181,049	£266,237	£241,654	£246,311	£279,443	£250,838	£268,847	£388,487	<b>£2,753,676</b>
Agency Suppliers	£1,460,054	£1,477,406	£1,796,661	£1,420,443	£1,292,026	£1,554,026	£1,308,447	£1,397,243	£1,622,457	£1,384,792	£1,499,679	£1,974,542	<b>£18,187,775</b>
Other	£380	£3,271	£1,447	£1,889	£1,380	£1,670	£418	£257	£3,374	£249	£563	£248	<b>£15,146</b>
<b>Total</b>	<b>£1,547,946</b>	<b>£1,605,906</b>	<b>£2,020,329</b>	<b>£1,618,182</b>	<b>£1,474,455</b>	<b>£1,821,933</b>	<b>£1,550,519</b>	<b>£1,643,811</b>	<b>£1,905,273</b>	<b>£1,635,878</b>	<b>£1,769,088</b>	<b>£2,363,277</b>	<b>£20,956,597</b>

### Appendix 3c - The spend on contingent workers by directorate for 19/20 and spend by category of worker (Reed Contract)

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Total 12 Months
<b>Turnover (Invoice Value Excluding VAT (£))</b>													
<b>Agency Total</b>	<b>£1,637,168</b>	<b>£1,759,090</b>	<b>£2,291,146</b>	<b>£1,919,744</b>	<b>£1,889,966</b>	<b>£2,281,923</b>	<b>£1,874,316</b>	<b>£1,837,344</b>	<b>£2,102,654</b>	<b>£1,738,337</b>	<b>£1,986,118</b>	<b>£2,482,598</b>	<b>£23,800,402</b>
People	£591,224	£667,915	£850,138	£688,695	£638,049	£792,208	£687,077	£678,612	£775,272	£637,693	£759,803	£940,205	£8,706,891
Environment And Regeneration	£519,906	£550,728	£745,836	£662,468	£717,008	£827,744	£661,572	£656,918	£789,621	£623,152	£674,295	£852,378	£8,281,626
Housing	£269,840	£288,689	£358,090	£295,263	£287,444	£358,300	£279,062	£267,764	£289,285	£239,453	£278,848	£330,477	£3,542,514
Resources	£244,501	£238,822	£324,675	£269,892	£240,741	£294,714	£239,783	£228,404	£241,873	£230,757	£262,066	£340,485	£3,156,713
Chief Executive Department	£11,697	£12,937	£12,406	£3,427	£6,723	£8,957	£6,822	£5,646	£6,602	£7,283	£11,106	£19,053	£112,658
PAYE	£980,649	£1,099,810	£1,385,666	£1,212,918	£1,232,262	£1,449,759	£1,126,640	£1,133,293	£1,278,068	£1,027,774	£1,123,693	£1,355,533	£14,406,064
PSC	£47,231	£49,937	£72,957	£51,430	£39,850	£49,216	£39,386	£32,154	£45,175	£52,331	£68,087	£80,646	£628,400
Umbrella	£609,289	£609,343	£832,523	£655,396	£617,854	£782,948	£708,290	£671,896	£779,411	£658,232	£794,338	£1,046,418	£8,765,938
Reed	£286,193	£326,145	£420,329	£384,238	£383,390	£480,694	£425,395	£427,872	£468,387	£430,935	£494,001	£673,679	£5,201,257
Agency Suppliers	£1,350,975	£1,432,945	£1,870,816	£1,535,506	£1,506,576	£1,801,229	£1,448,921	£1,409,472	£1,634,267	£1,307,402	£1,492,117	£1,808,919	£18,599,145
<b>Other</b>	<b>£509</b>	<b>£338</b>	<b>£375</b>	<b>£68</b>	<b>£5</b>	<b>£671</b>	<b>£36</b>	<b>£55</b>	<b>£24</b>	<b>£13</b>	<b>£147</b>	<b>£278</b>	<b>£2,518</b>
<b>Total</b>	<b>£1,637,677</b>	<b>£1,759,427</b>	<b>£2,291,521</b>	<b>£1,919,812</b>	<b>£1,889,970</b>	<b>£2,282,594</b>	<b>£1,874,351</b>	<b>£1,837,399</b>	<b>£2,102,678</b>	<b>£1,738,349</b>	<b>£1,986,266</b>	<b>£2,482,875</b>	<b>£23,802,920</b>

## Appendix 4a - Agency worker assignments by directorate and department for the last 12 months (Reed contract)

	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Average for 12 Months
<b>FTE based on 35 hours (5 days) per Week</b>													
<b>Council</b>	<b>513.23</b>	<b>531.87</b>	<b>514.48</b>	<b>509.61</b>	<b>514.67</b>	<b>509.36</b>	<b>461.21</b>	<b>467.26</b>	<b>518.46</b>	<b>533.33</b>	<b>495.29</b>	<b>532.11</b>	<b>508.09</b>
People	184.15	186.38	169.40	172.90	176.67	179.71	162.48	167.15	189.55	193.25	161.79	173.23	176.53
Environment and Regeneration	196.30	215.24	217.45	209.02	207.03	201.66	185.23	189.40	197.81	205.94	203.20	218.20	203.51
Housing	80.85	81.60	78.74	80.50	81.16	76.78	70.25	67.59	77.25	75.00	78.22	87.51	77.85
Resources	49.63	47.78	47.14	45.32	48.03	49.59	41.88	41.35	51.53	56.30	49.35	50.34	48.19
Chief Executive Department	2.30	0.87	1.75	1.87	1.79	1.61	1.37	1.76	2.31	2.84	2.73	2.83	2.01
<b>People</b>	<b>184.15</b>	<b>186.38</b>	<b>169.40</b>	<b>172.90</b>	<b>176.67</b>	<b>179.71</b>	<b>162.48</b>	<b>167.15</b>	<b>189.55</b>	<b>193.25</b>	<b>161.79</b>	<b>173.23</b>	<b>176.53</b>
Adult Social Care	89.81	93.18	93.82	94.29	90.00	87.26	82.24	86.24	93.59	93.39	75.42	84.55	88.75
Children's Planning	0.76	1.00	0.70	0.92	0.98	1.45	1.48	1.59	2.00	1.43	1.86	1.89	1.32
Employment, Skills and Culture	3.16	2.56	1.79	2.48	3.80	4.29	4.74	5.28	6.30	6.66	4.61	4.92	4.22
Housing Needs and Strategy	1.11	1.30	0.84	0.57	0.10								0.33
Learning and Schools	24.27	24.00	11.67	12.15	13.48	18.51	13.91	11.66	15.60	16.99	9.52	10.31	15.30
Partnerships & Support Services	12.34	12.39	12.25	12.77	14.80	14.94	13.92	13.64	14.93	13.71	13.74	12.44	13.47
Public Health				0.20	1.00	1.00	0.90	0.97	0.76	0.59			0.45
Safeguarding and Family Support	33.87	34.41	34.88	37.27	40.45	41.54	36.49	37.12	44.97	45.13	40.93	44.14	39.18
Strategy & Commissioning	9.97	9.99	7.16	6.48	6.13	6.01	4.85	7.04	8.59	9.66	8.93	8.20	7.75
Youth & Community	8.87	7.55	6.31	5.76	5.94	4.71	3.95	3.63	2.81	5.67	6.79	6.79	5.76
<b>Environment and Regeneration</b>	<b>196.30</b>	<b>215.24</b>	<b>217.45</b>	<b>209.02</b>	<b>207.03</b>	<b>201.66</b>	<b>185.23</b>	<b>189.40</b>	<b>197.81</b>	<b>205.94</b>	<b>203.20</b>	<b>218.20</b>	<b>203.51</b>
Planning & Development	15.81	18.97	18.38	18.10	19.96	19.95	17.93	16.33	21.00	23.43	23.20	23.91	19.68
Public Protection	0.90	0.90	0.95	0.98	0.95	0.95	0.80	0.90	1.69	1.52	2.24	3.17	1.31
Public Realm	179.59	194.47	197.48	189.43	185.13	180.06	165.87	171.48	174.15	180.10	176.80	190.26	181.81
Other		0.90	0.64	0.51	0.99	0.70	0.63	0.68	0.97	0.89	0.96	0.87	0.71
<b>Housing</b>	<b>80.85</b>	<b>81.60</b>	<b>78.74</b>	<b>80.50</b>	<b>81.16</b>	<b>76.78</b>	<b>70.25</b>	<b>67.59</b>	<b>77.25</b>	<b>75.00</b>	<b>78.22</b>	<b>87.51</b>	<b>77.85</b>
Directors Support Unit	0.76	1.21	2.85	2.78	2.67	1.95	3.09	3.51	2.71	2.64	3.45	4.45	2.64
Housing Needs and Strategy	8.61	9.92	9.05	9.82	9.41	9.10	6.98	7.26	9.58	9.80	10.47	10.95	9.21
Housing Operations	23.88	24.81	24.91	25.28	23.74	25.19	20.73	18.13	23.68	25.45	24.21	24.17	23.69
Housing Property Services	43.69	41.81	38.16	38.26	41.42	36.82	35.06	34.28	35.37	30.55	33.57	35.16	37.00
Housing Repairs	3.90	3.85	3.78	4.36	3.92	3.72	4.39	4.42	5.92	6.56	6.51	6.65	4.83
Other												6.13	0.47
<b>Resources</b>	<b>49.63</b>	<b>47.78</b>	<b>47.14</b>	<b>45.32</b>	<b>48.03</b>	<b>49.59</b>	<b>41.88</b>	<b>41.35</b>	<b>51.53</b>	<b>56.30</b>	<b>49.35</b>	<b>50.34</b>	<b>48.19</b>
Digital Services	11.91	11.93	10.14	10.87	8.94	9.40	7.39	9.05	11.00	12.64	12.07	14.60	10.82
Finance Directorate	2.52	4.64	4.82	3.74	2.26	3.08	2.65	2.42	3.70	2.54	2.51	2.27	3.08
Financial Management	2.50	1.85	1.50	1.82	1.86	2.00	3.11	3.11	4.10	4.59	3.68	3.46	2.81
Financial Operations & Customer Service	17.31	14.30	16.94	15.97	19.37	19.05	15.54	13.85	18.67	23.50	18.52	16.78	17.53
Human Resources	2.84	2.37	1.59	1.14	1.71	1.61	0.63	0.43	0.55	0.34	0.60	0.60	1.20
Law and Governance	11.11	9.79	9.51	7.99	6.85	7.19	7.32	7.92	8.50	7.02	7.05	7.49	8.16
Strategy & Change	1.44	2.90	2.65	3.59	5.05	4.31	3.23	2.67	3.08	4.66	4.68	5.14	3.59
Resources				0.20	1.99	2.95	2.00	1.91	1.92	1.00	0.25		1.00
<b>Chief Executive Department</b>	<b>2.30</b>	<b>0.87</b>	<b>1.75</b>	<b>1.87</b>	<b>1.79</b>	<b>1.61</b>	<b>1.37</b>	<b>1.76</b>	<b>2.31</b>	<b>2.84</b>	<b>2.73</b>	<b>2.83</b>	<b>2.01</b>
Communications & Change	2.30	0.87	1.75	1.87	1.79	1.61	1.37	1.76	2.31	2.84	2.73	2.83	2.01

**Appendix 4b - Agency worker assignments by directorate and department for 18/19 (Reed contract)**

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
<b>FTE based on 35 hours (5 days) per Week</b>												
<b>All Business</b>	<b>458.10</b>	<b>469.03</b>	<b>473.34</b>	<b>472.65</b>	<b>468.26</b>	<b>444.23</b>	<b>459.13</b>	<b>482.61</b>	<b>443.23</b>	<b>459.40</b>	<b>509.25</b>	<b>543.47</b>
People	167.26	172.87	168.03	172.39	178.17	161.23	177.52	188.27	171.07	170.89	186.24	188.54
Environment and Regeneration	165.92	171.99	171.73	164.13	165.65	155.16	152.07	156.95	145.02	151.88	174.77	198.72
Housing	87.98	88.65	92.21	91.46	81.73	86.37	88.50	89.09	77.25	82.41	87.72	91.23
Resources	35.56	32.44	36.39	40.33	38.62	37.08	36.28	42.29	46.03	50.87	57.06	61.24
Chief Executive Department		1.10	2.86	2.83	2.92	2.69	2.82	4.02	3.14	3.35	3.46	3.74
Public Health	1.38	1.97	2.12	1.50	1.19	1.70	1.94	2.00	0.72			
<b>People</b>	<b>167.26</b>	<b>172.87</b>	<b>168.03</b>	<b>172.39</b>	<b>178.17</b>	<b>161.23</b>	<b>177.52</b>	<b>188.27</b>	<b>171.07</b>	<b>170.89</b>	<b>186.24</b>	<b>188.54</b>
Adult Social Care	75.09	79.35	78.60	84.22	91.18	77.79	84.75	87.47	87.23	85.94	92.22	89.39
Children's Planning										0.65	1.00	1.00
Employment, Skills and Culture	3.57	4.17	3.02	3.31	3.92	4.13	6.55	6.13	5.14	5.32	5.34	5.29
Housing Needs and Strategy					0.56	0.92	1.01					0.72
Learning and Schools	5.63	5.95	5.72	5.79	6.15	6.40	9.54	17.45	16.99	18.21	23.74	29.14
Partnerships & Support Services	5.61	9.22	10.97	10.84	12.29	12.22	13.58	14.40	10.64	10.35	12.12	12.56
Safeguarding and Family Support	62.06	58.90	53.42	49.38	46.59	42.98	43.80	41.42	34.26	31.28	32.44	32.79
Strategy & Commissioning	9.99	9.02	9.85	12.08	11.31	10.79	14.04	14.86	11.99	14.04	14.05	12.75
Youth & Community	5.31	6.26	6.46	6.78	6.17	5.99	4.26	6.55	4.83	5.09	5.33	4.70
<b>Environment and Regeneration</b>	<b>165.92</b>	<b>171.99</b>	<b>171.73</b>	<b>164.13</b>	<b>165.65</b>	<b>155.16</b>	<b>152.07</b>	<b>156.95</b>	<b>145.02</b>	<b>151.88</b>	<b>174.77</b>	<b>198.72</b>
Planning & Development	17.07	17.33	17.39	16.22	14.18	15.04	15.04	15.60	12.36	11.15	14.41	16.33
Public Protection	2.46	1.41	1.43	1.36	1.35	1.45	1.26	1.34	0.94	1.22	1.26	1.19
Public Realm	146.40	153.25	152.91	146.55	150.11	138.67	135.76	140.01	131.71	139.51	159.10	181.20
<b>Housing</b>	<b>87.98</b>	<b>88.65</b>	<b>92.21</b>	<b>91.46</b>	<b>81.73</b>	<b>86.37</b>	<b>88.50</b>	<b>89.09</b>	<b>77.25</b>	<b>82.41</b>	<b>87.72</b>	<b>91.23</b>
Directors Support Unit	2.46	2.74	2.25	2.61	3.93	3.04	2.73	2.33	2.77	2.10	2.96	2.33
Housing Needs and Strategy	7.52	7.43	5.94	6.17	8.39	8.97	9.17	9.57	7.29	8.38	9.75	8.35
Housing Operations	19.52	25.41	28.19	26.87	25.63	27.47	30.34	27.46	27.25	27.64	29.06	29.78
Housing Property Services	52.16	45.51	46.52	47.62	38.44	41.84	41.09	44.88	35.81	40.26	42.22	46.83
Housing Repairs	6.32	7.56	9.30	8.19	5.33	5.05	5.18	4.86	4.13	4.02	3.72	3.93
<b>Resources</b>	<b>35.56</b>	<b>32.44</b>	<b>36.39</b>	<b>40.33</b>	<b>38.62</b>	<b>37.08</b>	<b>36.28</b>	<b>42.29</b>	<b>46.03</b>	<b>50.87</b>	<b>57.06</b>	<b>61.24</b>
Digital Services						0.64	0.60	1.50	8.40	8.81	10.30	10.11
Finance Directorate	2.23	2.68	1.97	2.56	2.52	2.94	1.88	0.92	1.57	1.78	2.11	2.82
Financial Management	0.95	0.55				0.20	1.15	1.95	1.60	1.70	2.00	2.52
Financial Operations & Customer S	16.82	15.93	20.04	21.18	20.76	21.26	20.86	26.55	25.10	29.16	31.46	35.15
Human Resources	2.53	2.31	3.66	4.49	3.96	2.91	3.84	3.09	2.38	2.68	4.07	3.47
Law and Governance	13.04	10.97	10.71	12.10	11.38	9.12	7.95	8.28	6.98	6.74	7.11	7.16
<b>Chief Executive Department</b>		<b>1.10</b>	<b>2.86</b>	<b>2.83</b>	<b>2.92</b>	<b>2.69</b>	<b>2.82</b>	<b>4.02</b>	<b>3.14</b>	<b>3.35</b>	<b>3.46</b>	<b>3.74</b>
Communications & Change		1.10	2.86	2.83	2.92	2.69	2.82	4.02	3.14	3.35	3.46	3.74
<b>Public Health</b>	<b>1.38</b>	<b>1.97</b>	<b>2.12</b>	<b>1.50</b>	<b>1.19</b>	<b>1.70</b>	<b>1.94</b>	<b>2.00</b>	<b>0.72</b>			
Public Health	1.38	1.97	2.12	1.50	1.19	1.70	1.94	2.00	0.72			

### Appendix 4c - Agency worker assignments by directorate and department for 19/20 (Reed contract)

	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
<b>FTE based on 35 hours (5 days) per Week</b>												
<b>Total</b>	<b>477.87</b>	<b>506.12</b>	<b>513.30</b>	<b>531.90</b>	<b>514.50</b>	<b>509.90</b>	<b>514.80</b>	<b>509.53</b>	<b>461.31</b>	<b>467.53</b>	<b>518.96</b>	<b>523.55</b>
People	164.62	187.20	184.15	186.38	169.40	172.90	176.67	179.71	162.48	167.15	189.55	188.55
Environment and Regeneration	179.22	182.06	196.30	215.24	217.46	209.24	207.10	201.70	185.27	189.58	198.28	203.51
Housing	77.45	83.34	80.92	81.63	78.74	80.57	81.21	76.92	70.31	67.68	77.28	73.27
Resources	53.59	49.99	49.63	47.78	47.14	45.32	48.03	49.59	41.88	41.35	51.53	55.79
Chief Executive Department	2.98	3.53	2.30	0.87	1.75	1.87	1.79	1.61	1.37	1.76	2.31	2.44
<b>People</b>	<b>164.62</b>	<b>187.20</b>	<b>184.15</b>	<b>186.38</b>	<b>169.40</b>	<b>172.90</b>	<b>176.67</b>	<b>179.71</b>	<b>162.48</b>	<b>167.15</b>	<b>189.55</b>	<b>188.55</b>
Adult Social Care	84.24	92.71	89.81	93.18	93.82	94.29	90.00	87.26	82.24	86.24	93.59	92.35
Children's Planning	0.90	0.95	0.76	1.00	0.70	0.92	0.98	1.45	1.48	1.59	2.00	1.23
Employment, Skills and Culture	4.51	3.99	3.16	2.56	1.79	2.48	3.80	4.29	4.74	5.28	6.30	6.48
Housing Needs and Strategy	0.88	1.06	1.11	1.30	0.84	0.57	0.10					
Learning and Schools	18.06	23.53	24.27	24.00	11.67	12.15	13.48	18.51	13.91	11.66	15.60	15.37
Partnerships & Support Services	9.76	11.64	12.34	12.39	12.25	12.77	14.80	14.94	13.92	13.64	14.93	13.66
Public Health						0.20	1.00	1.00	0.90	0.97	0.76	0.59
Safeguarding and Family Support	31.08	35.21	33.87	34.41	34.88	37.27	40.45	41.54	36.49	37.12	44.97	43.91
Strategy & Commissioning	10.74	10.97	9.97	9.99	7.16	6.48	6.13	6.01	4.85	7.04	8.59	9.41
Youth & Community	4.46	7.13	8.87	7.55	6.31	5.76	5.94	4.71	3.95	3.63	2.81	5.54
<b>Environment and Regeneration</b>	<b>179.22</b>	<b>182.06</b>	<b>196.30</b>	<b>215.24</b>	<b>217.46</b>	<b>209.24</b>	<b>207.10</b>	<b>201.70</b>	<b>185.27</b>	<b>189.58</b>	<b>198.28</b>	<b>203.51</b>
Planning & Development	14.83	15.79	15.81	18.97	18.38	18.10	19.96	19.95	17.93	16.33	21.00	22.96
Public Protection	1.21	1.44	0.90	0.90	0.95	0.98	0.95	0.95	0.80	0.90	1.69	1.52
Public Realm	163.19	164.84	179.59	194.47	197.50	189.65	185.20	180.10	165.91	171.67	174.63	178.13
Other				0.90	0.64	0.51	0.99	0.70	0.63	0.68	0.97	0.89
<b>Housing</b>	<b>77.45</b>	<b>83.34</b>	<b>80.92</b>	<b>81.63</b>	<b>78.74</b>	<b>80.57</b>	<b>81.21</b>	<b>76.92</b>	<b>70.31</b>	<b>67.68</b>	<b>77.28</b>	<b>73.27</b>
Directors Support Unit	1.33	1.65	0.76	1.21	2.85	2.78	2.67	1.95	3.09	3.51	2.71	2.24
Housing Needs and Strategy	7.14	7.99	8.61	9.92	9.05	9.82	9.41	9.10	6.98	7.26	9.58	9.40
Housing Operations	26.13	25.86	23.88	24.81	24.91	25.28	23.74	25.19	20.73	18.13	23.68	24.85
Housing Property Services	39.88	43.89	43.76	41.84	38.16	38.33	41.48	36.95	35.13	34.37	35.40	30.22
Housing Repairs	2.98	3.96	3.90	3.85	3.78	4.36	3.92	3.72	4.39	4.42	5.92	6.56
<b>Resources</b>	<b>53.59</b>	<b>49.99</b>	<b>49.63</b>	<b>47.78</b>	<b>47.14</b>	<b>45.32</b>	<b>48.03</b>	<b>49.59</b>	<b>41.88</b>	<b>41.35</b>	<b>51.53</b>	<b>55.79</b>
Digital Services	10.17	10.19	11.91	11.93	10.14	10.87	8.94	9.40	7.39	9.05	11.00	12.64
Finance Directorate	2.01	1.81	2.52	4.64	4.82	3.74	2.26	3.08	2.65	2.42	3.70	2.54
Financial Management	2.43	2.80	2.50	1.85	1.50	1.82	1.86	2.00	3.11	3.11	4.10	4.59
Financial Operations & Customer Service	26.95	22.14	17.31	14.30	16.94	15.97	19.37	19.05	15.54	13.85	18.67	23.22
Human Resources	2.95	3.14	2.84	2.37	1.59	1.14	1.71	1.61	0.63	0.43	0.55	0.34
Law and Governance	9.08	9.60	11.11	9.79	9.51	7.99	6.85	7.19	7.32	7.92	8.50	6.96
Strategy & Change		0.30	1.44	2.90	2.65	3.59	5.05	4.31	3.23	2.67	3.08	4.50
Resources						0.20	1.99	2.95	2.00	1.91	1.92	1.00
<b>Chief Executive Department</b>	<b>2.98</b>	<b>3.53</b>	<b>2.30</b>	<b>0.87</b>	<b>1.75</b>	<b>1.87</b>	<b>1.79</b>	<b>1.61</b>	<b>1.37</b>	<b>1.76</b>	<b>2.31</b>	<b>2.44</b>
Communications & Change	2.98	3.53	2.30	0.87	1.75	1.87	1.79	1.61	1.37	1.76	2.31	2.44

## **Appendix 5 - Governance of agency workers**

### **Temporary Agency workers**

Temporary agency workers via the Council's managed service arrangements do not require a full business case. Temporary agency workers via Reed are employed by their respective agencies and assigned to work at the Council (they are not 'employed' by the Council i.e. not employees).

### **Interims and Consultants**

Interims and consultants are appointed where there is a temporary and urgent need for a skill set not available in the existing workforce either due to lack of capacity or expertise. Each engagement requires a business case demonstrating the need and value for money and are set up utilising contracts for services (supplier contracts), as opposed to contract of service (employment contracts). This makes these appointments subject to the Council procurement requirements and governance.

Interims and consultants hired directly from a recruitment agency (outside of the Reed contract) are also subject to the Council procurement required.

The majority of candidates recruited outside of the Reed contract are procured through the Local Government Resourcing Partnership contract, which requires a full business case to be completed.

In submitting the business case, certain audit checks (e.g. DBS status) and HMRC checks (e.g. IR35) must be completed. The Council has a legal obligation as the end user to undertake these checks. Copies of checks must be maintained locally and sent to HR.

All engagements over £5,000 in value are recorded on the corporate contracts database register (CCDR). We need this for reporting purposes, transparency publications and to deal with queries as and when they arrive.

The procurement route and respective governance depends on the aggregate whole life value.

Individual contracts for services are signed by two authorised officers without a conflict of interest, up to £500k in value, authorised to that amount.

Interim and consultant contracts require a business case when the contract is extended.

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### Report of: Executive Member for Finance and Performance

Meeting of	Date	Agenda Item	Ward(s)
Executive	18 June 2020		All
Delete as appropriate	Exempt	Non-exempt	

## 2019/20 PROVISIONAL FINANCIAL OUTTURN

### 1. SYNOPSIS

- 1.1 This report presents the provisional financial outturn for 2019/20. Overall, there is a General Fund underspend of (-£8.405m) compared to a forecast underspend of (-£5.691m) as the previous reported position. As agreed in the 2020/21 budget report, the underspend on the 2019/20 General Fund budget will be transferred to General Fund reserves in order to improve the financial resilience of the Council.
- 1.2 The increased 2019/20 General Fund underspend is welcome and provides a much needed boost to the reserves. However, it is one-off in nature and masks a highly uncertain financial outlook for 2020/21 and over the medium term.
- 1.3 Based on the latest return to MHCLG, the Council is currently facing total COVID-19 related budget pressures of around £74m (comprising £24m additional costs and £50m income losses). The Council has received total grants of £15.575m from Government as a contribution towards our extra costs as we deliver the local response to this crisis, which leaves a gap of around £58m. This includes a potential in-year General Fund budget shortfall of £36m in 2020/21, £10m council tax and business rates income losses that would impact the 2021/22 budget and £12m HRA budget pressures. Any residual shortfall not funded by central government would weaken the Council's balance sheet and reserves, which would then need to be replenished in future financial years. There will be an early budget monitor to the Executive on 9 July 2020 to consider the latest 2020/21 budget position in more detail.
- 1.4 Beyond 2020/21, there is an estimated net budget gap of around £13m in 2021/22 and £58m over the 3-year financial planning cycle to 2023/24. It should be emphasised that this estimated budget gap is in addition to existing planned savings.

- 1.5 The provisional 2019/20 outturn for the ring-fenced Housing Revenue Account (HRA) is a surplus of (-£0.325m) and a net break-even position after transfer to HRA reserves.
- 1.6 Capital investment of £117.507m has been delivered against the revised 2019/20 budget of £153.893m. This variance is due to capital underspends of (-£7.219m), which are already reflected in 2020/21 budget setting assumptions, and (-£29.167m) re-profiling to future financial years.

## **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 the forecast General Fund underspend of (-£8.405m) compared to a forecast underspend of (-£5.691m) in the previous reported position. (**Section 3** and **Table 1**)
- 2.3. To note that the Council is facing total COVID-19 related budget pressures of around £74m and, after Government grants received to date, a net gap of around £58m (including Collection Fund and HRA pressures). (**Paragraph 3.2**)
- 2.4. To note that, in addition to the above, there is an estimated net budget gap of around £13m in 2021/22 and £58m over the 3-year financial planning cycle to 2023/24 and that the medium-term financial outlook is the most uncertain it has ever been. (**Paragraph 3.2**)
- 2.5. To agree the outturn transfers to reserves, the re-purposing of existing reserves and the provisional General Fund and HRA reserves balances, and to delegate authority to the Section 151 Officer to agree any further movements to/from reserves related to finalising the 2019/20 Statement of Accounts. (**Paragraphs 4.17-4.19, Table 2** and **Appendix 3**)
- 2.6. To note the HRA outturn surplus of (-£0.325m) and net break-even position after transfer to HRA reserves. (**Section 5** and **Appendix 2**)
- 2.7. To note the provisional 2019/20 capital outturn and agree the provisional financing of the 2019/20 capital programme, including the allocation of Strategic Community Infrastructure Levy (CIL) funding, and to delegate authority to the Section 151 Officer to agree any further capital financing adjustments related to finalising the 2019/20 Statement of Accounts. (**Section 6, Tables 4-5** and **Appendix 4**)

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

- 3.1. A summary position of the General Fund and HRA is shown in **Table 1**, a breakdown by individual General Fund variance in **Appendix 1** and a breakdown by General Fund and HRA service area in **Appendix 2**. This position is after the additional reserves movements at **Appendix 3** are taken into account.

**Table 1 – 2019/20 General Fund and HRA Forecast Over/(Under)Spend**

	<b>Month 12</b>	<b>Month 10</b>	<b>Change</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b><u>GENERAL FUND</u></b>			
Chief Executive's Directorate	(0.078)	(0.026)	(0.052)
Environment and Regeneration	1.249	(0.035)	1.284
Housing	0.000	0.000	0.000
People	(3.112)	(2.027)	(1.085)
Public Health	0.000	0.000	0.000
Resources Directorate	(1.233)	0.000	(1.233)
<b>DIRECTORATE TOTAL</b>	<b>(3.174)</b>	<b>(2.088)</b>	<b>(1.086)</b>
Corporate Items	(1.593)	(1.230)	(0.363)
Unused Contingency	(2.373)	(2.373)	0.000
COVID-19 grant applied	(1.265)	0.000	(1.265)
<b>CORPORATE TOTAL</b>	<b>(5.231)</b>	<b>(3.603)</b>	<b>(1.628)</b>
<b>NET OVER/(UNDER) SPEND</b>	<b>(8.405)</b>	<b>(5.691)</b>	<b>(2.714)</b>
<b><u>HOUSING REVENUE ACCOUNT</u></b>			
(Surplus)/Deficit	(0.325)	(0.585)	0.260
Transfer to HRA reserves	0.325	0.585	(0.260)
<b>NET POSITION</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

**2020/21 and Medium-Term Financial Outlook**

3.2. The 2019/20 outturn position is welcome and provides a much needed boost to reserves. However, it is one-off in nature and masks a highly uncertain financial outlook for 2020/21 and over the medium term. In particular:

- None of the 2019/20 underspend is expected to re-occur in 2020/21 as all significant ongoing impacts (e.g. the underlying surplus on the corporate financing account, previously unbudgeted social care grants) have now been factored into the 2020/21 base budget position.
- Base budget savings totalling £5.168m were covered in 2019/20 from one-off resources and underspends and therefore have not yet been secured. This poses a significant budget risk going into 2020/21 and highlights the need for resilience in our corporate reserves to manage the impact of delays to the savings programme.
- Based on the latest return to MHCLG, the Council is currently facing total COVID-19 related budget pressures of around £74m (comprising £24m additional costs and £50m income losses). The Council has received total grants of £15.575m from Government as a contribution towards our extra costs as we deliver the local response to this crisis, which leaves a gap of around £58m. This includes a potential in-year General Fund budget shortfall of £36m in 2020/21, £10m council tax and business rates income losses that would impact the 2021/22 budget and £12m HRA budget pressures. Any residual shortfall not funded by central government would weaken the Council's balance sheet and reserves, which would then need to be replenished in future financial years. There will be an early budget monitor to the Executive on 9 July 2020 to consider the latest 2020/21 budget position in more detail.

- Beyond 2020/21, there is an estimated net budget gap of around £13m in 2021/22 and £58m over the 3-year financial planning cycle to 2023/24. It should be emphasised that this estimated budget gap is in addition to existing planned savings of £11.349m across 2021/22 and 2022/23.
- The medium-term financial outlook is the most uncertain it has ever been and subject to change significantly as further information emerges on key budget variables. Key budget variables include both internal factors (e.g. ongoing COVID-19 financial pressures, delivery of agreed savings) and external factors (Government Spending Review, reset of business rates retention growth, other local government reforms such as the fair funding review).

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

##### **Chief Executive's Directorate (-£0.078m)**

- 4.1. The Chief Executive's directorate outturn position is a (-£0.078m) underspend, as broken down in **Appendix 1**.

##### **Environment and Regeneration (+£1.249m)**

- 4.2. After the application of previously agreed contingency funding, the Environment and Regeneration outturn is a (+£1.249m) overspend compared to a previous reported (-£0.035m) underspend. The key variances and changes behind this position are set out in **Appendix 1**.
- 4.3. This overspend position is wholly due to the loss of income and exceptional items of expenditure in March 2020 related to the COVID-19 pandemic. This included reduced levels of parking income (+£0.983m), loss of rental income and cost support for our leisure centres (+£0.185m), additional agency spend to cover front line services (+£0.060m) and Personal Protective Equipment (PPE) expenditure (+£0.029m).
- 4.4. This position is after unspent budgets totalling £0.376m have been transferred to earmarked reserves (**Appendix 3**), including funding from external bodies with restrictions on how it is spent.

##### **Housing (Break-even, unchanged since previous reported position)**

- 4.5. The Housing General Fund outturn is a break-even position, after the use of (-£0.143m) one-off grant funding carried forward from prior years in earmarked reserves. This position is summarised in **Appendix 1**.
- 4.6. This position is after unspent Voluntary and Community Sector (VCS) grant budgets of £0.496m have been transferred to earmarked reserves to meet the financial commitments of the VCS grants programme 2020-24 (**Appendix 3**).

##### **People (-£3.112m)**

- 4.7. The People directorate (comprising Children's, Employment and Skills and Adult Social Services) is forecasting a (-£3.112m) underspend, an increase of (-£1.085m) since the previous reported position. The key variances and changes are set out in **Appendix 1**.

##### **Children's, Employment and Skills - General Fund (-£1.696m), Schools (-£2.680m)**

- 4.8. Children's, Employment and Skills is forecasting a (-£1.696m) underspend, an increase of (-£1.069m) since the previous reported position. This position is after unspent budgets totalling £3.444m have been transferred to earmarked reserves (**Appendix 3**), including funding from external bodies with restrictions on how it is spent.

- 4.9. This (-£1.696m) underspend includes four significant one-off underspends totalling £0.887m in relation to secure remand contingency, SEN transport contingency, redundancy provision not required and the lower than budgeted cost of the Children's social care transformation programme. The majority of the movement since the previous reported position relates to the continued low level of young people placed in secure remand by the courts and the crystallisation of potential underspends in early years following the spring census.
- 4.10. The Dedicated Schools Grant (DSG) is forecasting an underspend of (-£2.680m or -1.5%), a decrease of (+£0.159m) since the previous reported position. This ring-fenced DSG underspend is held on the balance sheet as a Receipt in Advance. The majority of the underspend relates to prior year balances being managed on behalf of Schools Forum to either manage cost pressures in relation to high needs and provision for 2 year olds, or because of volatility in the implementation of a national funding formula for 3 and 4 year olds. The movement since the previous reported position reflects an increased number of children in high needs provision funded by the Council in the spring term. Within the schools provisional outturn position, total schools balances (the element of the General Fund balance related to schools) have decreased from £11.840m to £11.212m in 2019/20.

***Adult Social Services (-£1.416m, unchanged since previous reported position)***

- 4.11. The Adult Social Services outturn a (-£1.416m) underspend. This position includes the use of one-off resources totalling (-£3.599m), including Social Care Grant, Improved Better Care Fund, Winter Pressures Funding, Direct Payments Surplus and (-£0.410m) funding carried forward from prior years in earmarked reserves.

**Public Health (Net break-even, unchanged since previous reported position)**

- 4.12. There is a (-£0.160m) underspend on the public health grant in 2019/20, which has been transferred to earmarked reserves (**Appendix 3**) to spend on public health in future financial years (net break-even position). The main forecast variances on the public health grant in 2019/20 are summarised in **Appendix 1**.

**Resources Directorate (-£1.233m)**

- 4.13. The Resources directorate outturn is an underspend of (-£1.233m) compared to a previous reported break-even position, with key variances and changes set out in **Appendix 1**.
- 4.14. The movement mainly relates to vacancy savings and reduced running costs that had not been factored into the previous position in case they were needed to fund year end commitments.

**Corporate (-£5.231m, including unused contingency and after use of COVID-19 grant)**

- 4.15. The provisional corporate items outturn is a (-£1.593m) underspend, an increase of (-£0.363m) since the previous reported position, with key variances and changes set out in **Appendix 1**. In addition, there is an underspend of (-£2.373m) on the corporate contingency budget.
- 4.16. The corporate position is further improved by applying (-£1.265m) of COVID-19 Government grant funding to offset the impact that the pandemic has had on the 2019/20 General Fund outturn position. The remaining COVID-19 Government grant funding at year end (-£7.684m) has been transferred to a new COVID-19 earmarked reserve towards the significant COVID-19 budget pressures in 2020/21.

**General Fund Reserves**

4.17. The 2020/21 budget report highlighted the need to increase General Fund reserves to provide additional resilience for significant budget risks over the medium term. The impact of COVID-19 has made this an immediate priority. As a first step to addressing this, it is recommended that:

- £5.808m of the 2019/20 underspend is used to increase the General Fund balance from £10.881m to £16.689m pending further review of the target General Fund balance commensurate to the Council's overall level of budget risk. In the view of officers, the Council's General Fund balance is currently too low, particularly in the context of the COVID-19 pandemic and other risks that the Council faces over the medium term.
- The previous Services Specific reserve is re-designated as a corporate Budget Risk and Insurance reserve with the exception of the ring-fenced element related to Public Health that will now be held in a separate reserve. This reflects the need to manage reserves more strategically in light of the significant budget pressures and risks facing the Council immediately and over the medium term (including delays to budgeted savings).
- The previous earmarked transformation, Invest to Save and capital reserves and the remaining £2.597m of the 2019/20 underspend are consolidated into a new corporate Budget Strategy reserve to provide one-off funding linked to the delivery of the Medium-Term Financial Strategy (e.g. one-off investment costs, revenue impact of capital expenditure, redundancy costs).

4.18. **Table 2** sets out the General Fund reserves at the end of 2019/20, which includes the above recommended reserves movements and the additional reserves movements at **Appendix 3**.

**Table 2 – General Fund Reserves and Balances 2019/20**

	<b>Opening Balance 1 April 2019 £m</b>	<b>2019/20 Movements £m</b>	<b>Closing Balance 31 March 2020 £m</b>
<b>Earmarked Reserves</b>			
BSF PFI Smoothing	4.184	0.795	4.979
Budget Risk and Insurance (formerly services specific)	21.920	(4.714)	17.206
Budget Strategy (formerly transformation/Invest to Save/capital)	16.537	4.500	21.037
Cemeteries Trading Account	1.063	0.571	1.634
Community Infrastructure Levy	3.769	5.658	9.427
COVID-19	0.000	7.684	7.684
Housing Benefit	7.999	(0.252)	7.747
NNDR Smoothing	13.521	(5.796)	7.725
Public Health (formerly part of services specific)	0.000	2.123	2.123
Street Markets	0.579	(0.319)	0.260
<b>General Balances</b>			
General Fund (non-schools)	10.881	5.808	16.689
Schools Balances	11.840	(0.628)	11.212
<b>Total</b>	<b>92.293</b>	<b>15.430</b>	<b>107.723</b>

- 4.19. The Executive is asked to delegate authority to the Section 151 Officer to agree any further movements to/from reserves related to finalising the 2019/20 Statement of Accounts.

## **5. HOUSING REVENUE ACCOUNT (HRA)**

- 5.1. The provisional 2019/20 outturn for the HRA is a surplus of (-£0.325m), compared to a forecast surplus of (-£0.585m) in the previous reported position. This is summarised in **Appendix 2**. As the HRA is a ring-fenced account, the underspend is added to HRA reserves to be used in future years, resulting in a net break-even position.
- 5.2. **Table 3** sets out the movement in HRA reserves during 2019/20. The most significant HRA reserve is the 'Risk Equalisation' reserve, which is set aside to address the financial impact of new housing legislation and other significant financial risks over the 30-year HRA business planning period. In future financial years the HRA will be able to draw on this reserve in order to finance the maintenance of the housing stock and reduce the level of savings that would otherwise need to be made.

**Table 3 – HRA Reserves 2019/20**

	<b>Opening Balanc ce 1 April 2019 £m</b>	<b>2019/20 Move ment s £m</b>	<b>Closing Balanc e 31 March 2020 £m</b>
HRA Working Balance	17.521	0.000	17.521
Housing PFI 1	5.510	0.000	5.510
Tenants Heating	1.575	(0.088)	1.487
HRA Risk Equalisation	70.589	13.303	83.892
<b>Total</b>	<b>95.195</b>	<b>13.215</b>	<b>108.410</b>

## **6. CAPITAL PROGRAMME**

- 6.1. Capital investment of £117.507m has been delivered against the revised 2019/20 budget of £153.893m. This variance is due to capital underspends of (-£7.219m), which are already reflected in 2020/21 budget setting assumptions, and (-£29.167m) re-profiling to future financial years. This is set out by directorate in **Table 4** below and detailed in **Appendix 3**, and the key capital budget variances are summarised in the paragraphs below.

**Table 4 – 2019/20 Provisional Capital Outturn**

<b>Directorate</b>	<b>Budget £m</b>	<b>Expenditure £m</b>	<b>Capital Variance (Under) /Over £m</b>
Environment and Regeneration	20.757	13.797	(6.960)
Housing	114.259	90.666	(23.593)
People	13.661	10.692	(2.969)
Resources	5.216	2.352	(2.864)
<b>Total</b>	<b>153.893</b>	<b>117.507</b>	<b>(36.386)</b>

- 6.2. The Environment and Regeneration capital variance (-£6.960m) relates in full to re-profiling to future financial years and includes the following:
- Bunhill Energy Centre Phase 2 (-£1.115m)
  - Traffic and engineering schemes (-£2.964m)
  - Fleet replacement (-£1.178m)
  - Greenspace projects (-£0.607m)
- 6.3. The Housing capital variance (-£23.593m), broadly unchanged at an overall level since the previous reported position, comprises:
- (-£30.152m) net re-profiling on the new build programme to future financial years. As previously reported, this was primarily due to contractors including a very high premium to reflect Brexit risk, which in turn led to schemes being put on hold while they were re-assessed in term of value for money and financial viability. Prior to COVID-19, many of the delayed schemes had been re-designed and independently reassessed as value for money and progressing through key decisions/contract award towards start on site;
  - (+£15.695m) increased expenditure on the major works and improvements programme compared due to a combination of planned cyclical expenditure in 2020/21 incurred early (c£10.3m) and the cost of urgent fire safety works (c£2.6m) and the renewal of the housing repairs fleet (c£2.8m) that were not anticipated at 2019/20 budget setting but are funded within the HRA 30-year business plan;
  - (-£3.100m) re-profiling of the HRA property acquisition programme to future financial years; and
  - (-£6.036m) underspend on the original General Fund temporary accommodation acquisitions budget, reflecting that these properties are now being purchased under the Housing Revenue Account capital budget.
- 6.4. The People capital variance (-£2.969m) comprises:
- (-1.183m) underspend on the capital contingency budget for the Tufnell Park school expansion scheme; and

- (-£1.786m) re-profiling of expenditure to future financial years relating to planned works across schools (-£1.259m), early years (-£0.256m) and libraries (-£0.271m).
- 6.5. The Resources capital variance (-£2.864m) predominantly relates to re-profiling of the Government grant funded project to replace the cladding on the flats on the Council-owned Bridge School campus. This is a budget profiling issue rather than a delay.
- 6.6. The provisional financing of the 2019/20 capital programme is summarised in **Table 5** below.

**Table 5 – Provisional Financing of 2019/20 Capital Programme**

	<b>£m</b>
Capital grants and third party contributions	7.595
Section 106/Community Infrastructure Levy	17.587
Capital Receipts	30.112
HRA Reserves	46.328
Revenue contributions	0.161
General Fund borrowing	15.724
<b>Total</b>	<b>117.507</b>

- 6.7. The financing of the 2019/20 capital programme includes the allocation of Strategic Community Infrastructure Levy (CIL) funding totalling £3.078m towards the Tufnell Park (£2.302m) and Highbury Grove (£0.776m) school expansion schemes, as recommended by the Borough Investment Panel and for agreement in this report.
- 6.8. The Executive is asked to delegate authority to the Section 151 Officer to agree any further capital financing adjustments related to finalising the 2019/20 Statement of Accounts.
- 6.9. Beyond 2019/20, the Council has approved a capital programme totalling £479m over the three years 2020/21 to 2022/23. It is expected that the delivery of this programme will be delayed by the COVID-19 lockdown and ongoing social distancing measures. The approved capital programme will be reviewed and re-profiled as part of budget monitoring in the new financial year, including for the impact of the above re-profiling from 2019/20.

### **Treasury Management**

- 6.10. During the financial year, the Council complied with the treasury limits and prudential indicators set out in the Council's Treasury Policy Statement and Annual Treasury Strategy Statement.
- 6.11. The Council's total long-term debt increased by £24.9m over the course of the financial year to £302.1m as at 31 March 2020 (comprising £227.6m from the Public Works Loan Board, £20m commercial loan and £54.5m from other local authorities). The average interest rate on the Council's long-term debt decreased from 4.14% to 3.87% over the year.
- 6.12. In addition to long-term debt, the Council had £44m of temporary debt (for periods ranging from 5 days to 6 months) at an average interest rate of 0.57%.
- 6.13. The Council held £148.8m of temporary investments as at 31 March 2020. These investments were for periods ranging from overnight to 362 days at an average interest rate of 0.8%.
- 6.14. As at 31 March 2020, the Council had total gross debt (long-term and temporary) was £346.1m and net debt (gross debt less investments) was £197.3m.

## **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)).

## **Environmental Implications**

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

## **Resident Impact Assessment**

- 7.4. The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding.
- 7.5. A resident impact assessment (RIA) was carried out for the 2019/20 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 Individual Variance

Appendix 2 – Revenue Monitoring by Service Area

Appendix 3 – Additional Transfers to/(from) Earmarked Reserves

Appendix 4 – 2019/20 Capital Programme

**Background papers:** None

Final report clearance:

<b>Signed by:</b>		
	Executive Member for Finance and Performance	Date

## **Responsible Officer:**

David Hodgkinson, Corporate Director of Resources (Section 151 Officer)

## **Report Author:**

Martin Houston, Strategic Financial Advisor

## **Legal Implications Author:**

Peter Fehler, Acting Director of Law and Governance

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**Appendix 1: 2019/20 General Fund Revenue Monitoring by Individual Variance - Month 12**

Directorate / Service Area	Sub-Heading	Description of Over/(Under) Spend	Over/(Under) Spend Month 12 £m
<b>CHIEF EXECUTIVE'S DIRECTORATE</b>			
Chief Executive's Office		Overspend on contract costs	0.166
Communications & Change	Communications	Overspend on agency costs	0.114
Communications & Change	Islington Now	Additional print costs	0.005
Communications & Change	Islington Now	Loss of advertising revenue	0.010
Communications & Change	Print Services	Overspend on staffing	0.016
Chief Executive's Office		Underspend on salaries	(0.085)
Chief Executive's Office		Underspend on running costs	(0.001)
Communications & Change	Communications	Net underspend on employee costs	(0.052)
Communications & Change	Communications	Underspend on running costs	(0.055)
Communications & Change	Communications	Recharge income for two posts	(0.089)
Communications & Change	Print Services	Additional income received	(0.042)
Communications & Change	Print Services	Underspend on IT budgets	(0.026)
Communications & Change	Print Services	Underspend on printing and other running costs due to events not happening i.e. Residents Survey/EPIC Awards	(0.039)
<b>Total Chief Executive's Directorate</b>			<b>(0.078)</b>
<b>ENVIRONMENT AND REGENERATION</b>			
Planning & Development	Building Control	Overspend on software costs and other minor revisions throughout	0.020
Planning & Development	Inclusive Economy	Overspend on GGF Bid & Market Strategy and contract costs	0.086
Planning & Development	Development Control	Overspend on contract costs	0.040
Planning & Development	Development Control	Overspend forecast on advertising and printing costs	0.040
Planning & Development	Transport Planning	Overspend on contract costs and other running costs	0.029
Planning & Development	Various	Minor overspends throughout	0.015
Public Protection	Local Land Charges	Decline in Local Land Charges income	0.070
Public Protection	Various	Redundancy & Pension Strain costs	0.258
Public Protection	Various	Net overspend on legal costs throughout the division	0.045
Public Realm	Greenspace & Leisure	Leisure Estate rent reduction March 2020	0.185
Public Realm	Highways & Energy Services	Lower level of income from the advertising concession contract	0.225
Public Realm	Highways & Energy Services	Symology increases due to upgrade	0.032
Public Realm	Highways & Energy Services	Deed of variation legal costs	0.049
Public Realm	Highways & Energy Services	Cost of digitalisation of maps	0.039
Public Realm	Parking & Traffic Services	Underachievement of Parking income streams	0.488
Public Realm	Street Environmental Services	Additional staff costs associated with delivering operating model including two extra crews	1.067
Public Realm	Street Environmental Services	Delays in fleet replacement due to ULEZ considerations	0.400
Public Realm	Street Environmental Services	Shortfall in Commercial Waste income	0.254
Public Realm	Street Environmental Services	Consumable spend on containers, bags and sacks and general purchases	0.164
Public Realm	Street Environmental Services	ULEZ on non compliant council vehicles	0.150
Public Realm	Street Environmental Services	Additional costs for uniforms, phones and software	0.132
Public Realm	Street Environmental Services	PPE, sanitiser spend and agency costs due to COVID-19	0.086
Public Realm	Street Environmental Services	In cab devices	0.080
Public Realm	Street Environmental Services	One-off abortive costs associated with service re-design	0.022
Public Realm	Street Environmental Services	Minor overspends throughout	0.015
Planning & Development	Various	Net underspend on employee costs	(0.041)
Planning & Development	Various	Slight revision of income	(0.051)
Public Protection	Various	Net employee costs across the division	(0.338)
Public Protection	Various	Higher levels of income achieved across enforcement, pest and animal services	(0.169)
Public Protection	Various	Net underspend on running costs throughout the division	(0.033)
Public Realm	Fleet & Depots	Net underspend throughout the division	(0.096)
Public Realm	Fleet & Depots	Net salary savings	(0.046)
Public Realm	Fleet & Depots	Underspend on Healthmatic contract	(0.040)
Public Realm	Fleet & Depots	Crouch Hill Management costs underspend	(0.024)
Public Realm	Greenspace & Leisure	Additional income on sports related activities and parks events	(0.277)
Public Realm	Greenspace & Leisure	Salary underspends due to vacancies, secondments and delays in recruitment	(0.225)
Public Realm	Greenspace & Leisure	Other minor underspends on running cost budgets throughout the service	(0.055)
Public Realm	Highways & Energy Services	Higher levels of highways related income	(0.541)
Public Realm	Highways & Energy Services	Underspend in salaries due to vacancies and delays in recruitment	(0.117)
Public Realm	Highways & Energy Services	Underspend on festive lighting	(0.089)
Public Realm	Highways & Energy Services	Overachievement of income within Energy services	(0.048)
Public Realm	Highways & Energy Services	Minor underspends throughout	(0.003)
Public Realm	Parking & Traffic Services	Underspend on running cost budgets and salary budget	(0.163)
Public Realm	Parking & Traffic Services	Additional fee income	(0.125)
Public Realm	Street Environmental Services	NLWA Levy Adjustment	(0.150)
Public Realm	Street Environmental Services	Additional HRA recharge income for workshop labour costs	(0.111)
<b>Total Environment and Regeneration</b>			<b>1.249</b>
<b>HOUSING</b>			
Temporary Accommodation		Temporary Accommodation (Nightly Booked/PSL)	0.001
Temporary Accommodation		Islington Lettings	0.378
Temporary Accommodation		Bad Debt	(0.058)
Temporary Accommodation		Staffing/Other	(0.065)
Housing Needs		Legal Costs	0.156
Housing Needs		SHPS	0.104
Housing Needs		Staffing/Other	(0.302)
Housing Strategy and Development		Reassessment of Planning Enabling Role	(0.066)
Housing Administration		Staffing/Other	(0.005)
All	One-off Income	Use of carried forward prior year grants in earmarked reserves.	(0.143)
<b>Total Housing</b>			<b>0.000</b>
<b>PEOPLE</b>			

**Appendix 1: 2019/20 General Fund Revenue Monitoring by Individual Variance - Month 12**

Directorate / Service Area	Sub-Heading	Description of Over/(Under) Spend	Over/(Under) Spend Month 12
Youth and Communities	Crime Violence and Offending	Reduced numbers on remand has continued from last year, leading to a significant underspend. However, this is a demand led budget, and a small increase in activity can have a large impact on the budget. The low level of young people placed in secure remand by the courts has continued throughout the year.	(0.422)
Youth and Communities	Crime Violence and Offending	One-off contingency budget for remand	(0.300)
Youth and Communities	Crime Violence and Offending	Commissioning underspend	(0.041)
Youth and Communities	All	Staff vacancies in Youth and Communities	(0.078)
Youth and Communities	Play and Youth	Essential building maintenance costs across the youth and play estate	0.004
Safeguarding and Family Support	Children in Need	Staff vacancies in the CIN service	(0.136)
Safeguarding and Family Support	Children in Need	Direct payments - increased recovery of unused funds	(0.076)
Safeguarding and Family Support	Children in Need	The forecast increase in demand for short breaks has not materialised, leading to an underspend	(0.027)
Safeguarding and Family Support	Children in Need	Increase in demand for crisis intervention packages	0.014
Safeguarding and Family Support	Children in Need	Legal costs in relation to care proceedings	0.127
Safeguarding and Family Support	Children Looked After	Contact Service - the small forecast overspend from increased levels of court directed Children Looked After contact services has not materialised	(0.006)
Safeguarding and Family Support	Children Looked After	Interagency pressure form purchasing more placements than we have sold	0.113
Safeguarding and Family Support	Children Looked After	Increased demand for adoption support services	0.027
Safeguarding and Family Support	Children Looked After	Staffing underspend in the CLA service offset by an overspend against non-staffing budgets	0.017
Safeguarding and Family Support	Placements	Supported Accommodation - impact of delay to HASS Pathway coupled with an upward movement in 16+ activity. There was an increase in activity during 2018/19 in the 16+ cohort that has so far been sustained leading to a forecast overspend against this budget.	0.720
Safeguarding and Family Support	Placements	An increase in particularly complex children being placed in joint funded specialist provision	0.374
Safeguarding and Family Support	Placements	Residential (regulated) - recent increase in demand for high cost residential placements	0.747
Safeguarding and Family Support	Placements	Reduced activity in the fostering service in relation to both in-house foster carers and Independent Fostering Agencies	(0.551)
Safeguarding and Family Support	Placements	Reduced activity against In-house permanency budgets	(0.248)
Safeguarding and Family Support	Placements	Draw-down of placements contingency budget	(0.500)
Safeguarding and Family Support	Safeguarding and Quality Assurance	Overspend against the Frontline Service (£118k) offset by a number of underspends across the service (£83k)	0.035
Safeguarding and Family Support	Social Work Teams	In-year underspend against the Children's Social Care transformation programme	(0.317)
Learning and Schools	Pupil Services	Legal costs in relation to SEND appeals	0.087
Learning and Schools	School Support Services	Staff vacancies and one-off income in School Support Services	(0.193)
Learning and Schools	Early Years	Staffing underspend in Bright Start	(0.043)
Learning and Schools	Early Years	More income generation in Children's Centres than budgeted for following the spring census and staffing underspends	(0.264)
Learning and Schools	Early Years	Lower occupancy in community nurseries than budgeted for following the spring census	(0.194)
Learning and Schools	Early Years	Staff vacancies in Early Years	(0.163)
Learning and Schools	Early Years	Underspend against the holiday hunger budget now the programme is complete for 2019/20 as the Easter holidays fall in the next financial year	(0.105)
Learning and Schools	Early Years	Small underspend against the over-5s childcare subsidy	(0.015)
Learning and Schools	SEN Transport	Balance against the one-off SEN transport contingency budget	(0.120)
Learning and Schools	School Uniform Grant	Increase in demand from eligible pupils for the Council's School Uniform grant	0.010
Learning and Schools	Universal Free School Meals	Continued reduction in numbers of children not eligible for statutory free school meals	(0.182)
Learning and Schools	School Redundancy budget	General fund share of the unapplied school redundancy budget	(0.023)
Partnerships and Service Support	Laycock Centre	Loss of income following the overrun of works to address subsidence	0.024
Partnerships and Service Support	Service Support	Staffing underspend against the directorate management budget	(0.056)
Partnerships and Service Support	Service Support	Overspend against directorate support services	0.055
Partnerships and Service Support	Cardfields	Reduction in school's funding, repayment of corporately funded capital works, forecast shortfall in income and urgent maintenance costs	0.102
Partnerships and Service Support	Cardfields	Early repayment of internal loan for capital maintenance at Cardfields	0.050
Partnerships and Service Support	Holloway School Pool	Costs in relation to Highbury Pool for which there is no budget	0.060
Partnerships and Service Support	Redundancy Provision	Unapplied one-off provision for redundancy costs	(0.150)
Strategy and Planning	Strategy and Planning	Small overspend against the strategy and planning budget	0.005
Employment, Skills and Culture	Arts Service	Staffing underspend	(0.002)
Employment, Skills and Culture	Libraries Service	Small net overspend across the Libraries Service	0.014
Employment, Skills and Culture	Post-16 Progression Team	Underspend against running costs	(0.012)
Employment, Skills and Culture	Childcare bursaries	Underspend against the childcare bursary budget	(0.019)
Employment, Skills and Culture	Employment	Underspend in the employment service	(0.041)
Health Commissioning	Health Commissioning	Small overspend in the Health Commissioning team	0.003
<b>Total Children's, Employment and Skills</b>			<b>(1.696)</b>
Adult Social Care		Care UK contract negotiations	(1.400)
Adult Social Care		Bad debt provision increase	0.175
Adult Social Care		Application of one-off funding	(0.177)
Integrated Community Services	Re-profiled savings	Assistive technology	0.280
Integrated Community Services		Safeguarding	(0.109)
Integrated Community Services		Reablement	0.167
Integrated Community Services		Operational staffing	(0.597)
Integrated Community Services		Mental Health Placements	0.459
Integrated Community Services		Direct Payment Surplus	(0.200)
Learning Disabilities		In-House Placements	0.496
Learning Disabilities		SLAs	0.476
Learning Disabilities		Placements	1.558
Learning Disabilities		Direct Payment Surplus	(0.400)

**Appendix 1: 2019/20 General Fund Revenue Monitoring by Individual Variance - Month 12**

Directorate / Service Area	Sub-Heading	Description of Over/(Under) Spend	Over/(Under) Spend Month 12
Learning Disabilities		Client Contributions	(0.369)
Learning Disabilities		Additional CCG Contribution to the ILDP Pool	(0.381)
Learning Disabilities		Application of one-off funding	(1.380)
Strategy and Commissioning	Re-profiled savings	Adult Social Care transformation	1.500
Strategy and Commissioning	Re-profiled savings	Previous MTFS savings	0.233
Strategy and Commissioning	Re-profiled savings	Advocacy	0.035
Strategy and Commissioning	Re-profiled savings	Age UK	0.035
Strategy and Commissioning		Staffing Pressures	0.151
Strategy and Commissioning		Housing Related Support	(0.466)
Strategy and Commissioning		Taxi card scheme	(0.059)
Adult Social Care	One-off Income	Application of one-off funding	(1.443)
<b>Total Adult Social Services</b>			<b>(1.416)</b>
<b>Total People</b>			<b>(3.112)</b>
<b>PUBLIC HEALTH</b>			
Children 0-5 Years		Increased activity within the service	0.058
NHS Health Checks		Early delivery of savings	(0.078)
NHS Health Checks		Delay to 2020/21 in recruiting to DPP facilitators posts	(0.048)
Other Public Health		MOPAC funding deferred to 2020/21	(0.101)
Other Public Health		Other small overspends/underspends on the account	0.009
Other Public Health		Transfer of public health grant underspend to reserves	0.160
<b>Total Public Health</b>			<b>0.000</b>
<b>RESOURCES DIRECTORATE</b>			
Digital Services	Various	Shared Digital contractual costs	0.168
Accommodation and Facilities	Business Rates	Reduction in costs relating to rationalisation of buildings	(0.021)
Accommodation and Facilities	Commercial Property	Commercial income has been budgeted to rise significantly. However, practical issues have meant that the development project at Old Street has taken longer than anticipated and a delay in achieving full income growth.	1.013
Revenues		Combination of under utilisation of BDP and summons raised	(0.612)
Financial Management	Corporate Audit Fee	Re-negotiation of contract with a new supplier	(0.027)
Financial Management	Internal Audit	Underspend on London Counter Fraud Initiative budget	(0.180)
All	Vacancy Management	Vacancy management and reduced running costs across the directorate, net of other committed expenditure.	(1.574)
<b>Total Resources Directorate</b>			<b>(1.233)</b>
<b>DIRECTORATE TOTAL</b>			<b>(3.174)</b>
<b>CORPORATE ITEMS</b>			
Housing Needs	NRPF	Uncontrollable pressure due to the Council's statutory, yet unfunded, duty to provide a safety net to vulnerable migrants with No Recourse to Public Funds (NRPF) and European Economic Area nationals	0.360
Corporate Projects	Cross-cutting savings	Unallocated cross-cutting savings that are now considered undeliverable in the current financial year	1.000
Corporate Projects		Unbudgeted support costs for corporate projects and miscellaneous corporate costs	1.352
Corporate Financing Account		The Council continues to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates, whilst the corporate financing budget for interest costs and debt repayment is currently based on the average long term cost of borrowing. This means that corporate financing costs in 2019/20 are significantly less than than budgeted. Combined with unbudgeted investment income, this is currently forecast to lead to an underspend in the corporate financing account of £3.873m.	(4.129)
Levies		Underspend on corporate levies budget compared to the estimate before the start of the financial year	(0.176)
Corporate Contingency		Unused corporate contingency budget	(2.373)
COVID-19 Grant Funding		Application of COVID-19 grant to related financial pressures in 2019/20	(1.265)
<b>Total Corporate Items</b>			<b>(5.231)</b>
<b>OVERALL TOTAL</b>			<b>(8.405)</b>

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**Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 12**

<b>GENERAL FUND</b>						
Directorate / Division	Original Budget	Current Budget	Forecast Outturn	Over/(Under) Spend Month 12	Forecast Over/(Under) Spend Month 10	Month to Month Change
	£m	£m	£m	£m	£m	£m
<b>CHIEF EXECUTIVE'S DIRECTORATE</b>						
Chief Executive's Office	0.052	(0.146)	(0.066)	0.080	0.059	0.021
Communications and Change	1.069	1.302	1.144	(0.158)	(0.085)	(0.073)
Strategy and Change*	0.832	0.000	0.000	0.000	0.000	0.000
<b>Total Chief Executive's Department</b>	<b>1.953</b>	<b>1.156</b>	<b>1.078</b>	<b>(0.078)</b>	<b>(0.026)</b>	<b>(0.052)</b>
<b>ENVIRONMENT AND REGENERATION</b>						
Directorate	0.154	0.000	0.000	0.000	0.000	0.000
Planning and Development	1.297	(4.061)	(3.923)	0.138	0.099	0.039
Public Protection	4.531	5.957	5.790	(0.167)	(0.100)	(0.067)
Public Realm	9.414	18.550	19.828	1.278	(0.034)	1.312
<b>Total Environment and Regeneration</b>	<b>15.396</b>	<b>20.446</b>	<b>21.695</b>	<b>1.249</b>	<b>(0.035)</b>	<b>1.284</b>
<b>HOUSING</b>						
Temporary Accommodation (Homelessness Direct)	2.292	2.288	2.288	0.000	0.047	(0.047)
Housing Needs (Homelessness Indirect)	1.456	1.656	1.656	0.000	0.022	(0.022)
Housing Benefit	0.880	0.880	0.880	0.000	0.000	0.000
Housing Strategy and Development	0.133	0.065	0.065	0.000	(0.065)	0.065
Housing Administration	1.008	1.112	1.112	0.000	(0.004)	0.004
Voluntary and Community Services (VCS)	2.616	3.094	3.094	0.000	0.000	0.000
<b>Total Housing</b>	<b>8.385</b>	<b>9.095</b>	<b>9.095</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.000)</b>
<b>PEOPLE</b>						
Youth and Communities	6.040	4.529	3.692	(0.837)	(0.656)	(0.181)
Safeguarding and Family Support	41.332	47.082	47.395	0.313	0.398	(0.085)
Learning and Schools	25.385	36.062	32.177	(3.885)	(3.272)	(0.613)
Partnership and Service Support	3.600	(2.672)	(2.587)	0.085	0.090	(0.005)
Strategy and Planning	0.079	0.105	0.110	0.005	0.000	0.005
Employment, Skills and Culture	5.322	6.280	6.220	(0.060)	(0.008)	(0.052)
Health Commissioning	0.930	1.178	1.181	0.003	(0.018)	0.021
Less ring-fenced DSG underspend	0.000	0.000	2.680	2.680	2.839	(0.159)
<b>Total Children's, Employment and Skills</b>	<b>82.688</b>	<b>92.564</b>	<b>90.868</b>	<b>(1.696)</b>	<b>(0.627)</b>	<b>(1.069)</b>
Adult Social Care	(6.288)	(7.626)	(9.042)	(1.416)	(6.283)	4.867
Integrated Community Services	27.399	30.516	30.516	0.000	2.514	(2.514)
Learning Disabilities	27.316	29.148	29.148	0.000	1.036	(1.036)
Strategy and Commissioning	21.168	19.150	19.150	0.000	1.333	(1.333)
<b>Total Adult Social Services</b>	<b>69.595</b>	<b>71.188</b>	<b>69.772</b>	<b>(1.416)</b>	<b>(1.400)</b>	<b>(0.016)</b>
<b>Total People</b>	<b>152.283</b>	<b>163.752</b>	<b>160.640</b>	<b>(3.112)</b>	<b>(2.027)</b>	<b>(1.085)</b>
<b>PUBLIC HEALTH</b>						
Children 0-5 Public Health	3.689	3.619	3.677	0.058	0.000	0.058
Children and Young People	1.434	1.529	1.542	0.013	(0.017)	0.030
NHS Health Checks	0.383	0.330	0.204	(0.126)	(0.078)	(0.048)
Obesity and Physical Activity	0.735	0.735	0.748	0.013	0.002	0.011
Other Public Health	(19.635)	(18.526)	(18.627)	(0.101)	(0.231)	0.130
Sexual Health	5.965	5.388	5.403	0.015	(0.069)	0.084
Smoking and Tobacco	0.468	0.338	0.306	(0.032)	(0.002)	(0.030)
Substance Misuse	6.961	6.954	6.954	0.000	0.000	0.000
Less Public Health grant underspend to reserves	0.000	0.000	0.160	0.160	0.395	(0.235)
<b>Total Public Health</b>	<b>(0.000)</b>	<b>0.367</b>	<b>0.367</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.000)</b>
<b>RESOURCES</b>						
Directorate	0.849	0.572	0.943	0.371	(0.624)	0.995
Digital Services and Transformation	12.705	11.763	11.931	0.168	0.460	(0.292)
Financial Management and Property	(0.821)	2.430	2.270	(0.160)	0.303	(0.463)
Financial Operations	19.010	21.896	20.546	(1.350)	(0.002)	(1.348)
Health and Safety	0.708	0.846	0.744	(0.102)	0.000	(0.102)
Internal Audit	0.697	0.715	0.377	(0.338)	(0.324)	(0.014)
Law and Governance	3.941	5.409	5.209	(0.200)	(0.002)	(0.198)
Human Resources	1.883	1.881	2.234	0.353	0.209	0.144
Strategy and Change*	0.000	0.887	0.912	0.025	(0.020)	0.045
<b>Total Resources</b>	<b>38.972</b>	<b>46.399</b>	<b>45.166</b>	<b>(1.233)</b>	<b>(0.000)</b>	<b>(1.233)</b>
<b>DIRECTORATE TOTAL</b>	<b>216.989</b>	<b>241.215</b>	<b>238.041</b>	<b>(3.174)</b>	<b>(2.088)</b>	<b>(1.086)</b>

**Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 12**

Directorate / Division	Original Budget	Current Budget	Forecast Outturn	Over/(Under) Spend Month 12	Forecast Over/(Under) Spend Month 10	Month to Month Change
<b>CORPORATE</b>						
Council Tax	(93.646)	(93.646)	(93.646)	0.000	0.000	0.000
Retained Business Rates	(122.176)	(122.778)	(122.778)	0.000	0.000	0.000
Specific Grants	(5.616)	(15.747)	(16.289)	(0.542)	0.000	(0.542)
Corporate Financing Account	0.917	1.387	(2.742)	(4.129)	(3.946)	(0.183)
Levies	19.962	19.962	19.786	(0.176)	(0.200)	0.024
Pensions	9.348	(2.035)	(2.833)	(0.798)	0.000	(0.798)
Other Corporate Items	(1.114)	(1.515)	2.177	3.692	2.270	1.422
Transfer to/(from) Reserves	(4.207)	(0.218)	(0.218)	0.000	0.000	0.000
Transformation Projects	0.000	1.367	1.367	0.000	0.000	0.000
No Recourse to Public Funds	0.423	0.585	0.945	0.360	0.646	(0.286)
Appropriations and Technical Accounting Entries	(25.960)	(32.215)	(32.215)	0.000	0.000	0.000
<b>Subtotal Corporate Items</b>	<b>(222.069)</b>	<b>(244.853)</b>	<b>(246.446)</b>	<b>(1.593)</b>	<b>(1.230)</b>	<b>(0.363)</b>
Contingency	5.080	2.373	0.000	(2.373)	(2.373)	0.000
Application of COVID-19 grant	0.000	1.265	0.000	(1.265)	0.000	(1.265)
<b>Total Corporate</b>	<b>(216.989)</b>	<b>(241.215)</b>	<b>(246.446)</b>	<b>(5.231)</b>	<b>(3.603)</b>	<b>(1.628)</b>
<b>GROSS TOTAL</b>	<b>0.000</b>	<b>0.000</b>	<b>(8.405)</b>	<b>(8.405)</b>	<b>(5.691)</b>	<b>(2.714)</b>
*The Strategy and Change team moved from the Chief Executive's Directorate to the Resources Directorate during the financial year.						

**Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 12**

<b>HOUSING REVENUE ACCOUNT(HRA)</b>					
<b>Service Area</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Over/(Under) Spend Month 12</b>	<b>Forecast Over/(Under) Spend Month 10</b>	<b>Month to Month Change</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Dwelling Rents	(165.684)	(168.234)	(2.550)	(2.000)	(0.550)
Non Dwelling Rents	(1.600)	(1.638)	(0.038)	0.000	(0.038)
Heating Charges	(2.242)	(2.171)	0.071	0.000	0.071
Leaseholders Charges	(13.730)	(16.547)	(2.817)	(2.250)	(0.567)
Other Charges for Services and Facilities	(5.380)	(5.174)	0.206	0.000	0.206
PFI Credits	(22.855)	(22.855)	0.000	0.000	0.000
Interest Receivable	(0.500)	(0.924)	(0.424)	0.000	(0.424)
Contribution from General Fund	(0.816)	(0.816)	0.000	0.000	0.000
Transfer from HRA Reserves	(0.442)	(0.088)	0.354	0.000	0.354
Other Income	0.000	(2.050)	(2.050)	1.000	(3.050)
<b>Income</b>	<b>(213.249)</b>	<b>(220.497)</b>	<b>(7.248)</b>	<b>(4.250)</b>	<b>(2.998)</b>
Repairs and Maintenance	32.956	36.645	3.689	0.000	3.689
General Management	52.065	52.383	0.318	(0.000)	0.318
PFI Payments	43.964	41.582	(2.382)	(0.500)	(1.882)
Special Services	24.440	24.260	(0.180)	0.000	(0.180)
Rents, Rates, Taxes & Other Changes	0.590	1.060	0.471	0.415	0.056
Capital Financing Costs	16.426	17.785	1.359	0.000	1.359
Depreciation (mandatory transfer to Major Repairs Reserve)	30.881	30.881	0.000	0.000	0.000
Additional transfer to Major Repairs Reserve	0.000	2.604	2.604	2.250	0.354
Bad Debt Provisions	0.750	1.795	1.045	1.500	(0.455)
Transfer to HRA Reserves	11.177	11.177	0.000	0.585	(0.585)
<b>Expenditure</b>	<b>213.249</b>	<b>220.172</b>	<b>6.923</b>	<b>4.250</b>	<b>2.674</b>
<b>(Surplus)/Deficit</b>	<b>0.000</b>	<b>(0.325)</b>	<b>(0.325)</b>	<b>(0.000)</b>	<b>(0.325)</b>
Additional outturn transfer to HRA Reserves	0.000	0.325	0.325	0.585	(0.260)
<b>Net Position</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>

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**Appendix 3: Additional Transfers to/(from) Earmarked Reserves**

Directorate	Category	Division	Service Area	Description	Amount £m	Reserve
Environment and Regeneration	Grants funding spanning more than one financial year	Public Protection	Noise & Pollution	EV (Taxis) Rapid Charging Points Grant Income from DEFRA due to delays in implementation / planning approval	0.098	Budget Risk and Insurance
Environment and Regeneration	Grants funding spanning more than one financial year	Public Protection	Noise & Pollution	Canal Rapid Charging Points Grant Income from DEFRA due to delays in implementation / planning approval	0.027	Budget Risk and Insurance
Environment and Regeneration	Grants funding spanning more than one financial year	Public Protection	Noise & Pollution	Air Quality Grant	0.025	Budget Risk and Insurance
Environment and Regeneration	Grants funding spanning more than one financial year	Public Protection	Private Sector Housing	Tall Buildings Grant	0.043	Budget Risk and Insurance
Environment and Regeneration	Grants funding spanning more than one financial year	Public Realm	Energy Services	Grant money received from the GLA to deliver fuel poverty advice and referrals in the borough	0.040	Budget Risk and Insurance
Environment and Regeneration	One-off expenditure	Planning & Development	Economic Development	Archway Projects	0.053	Budget Risk and Insurance
Environment and Regeneration	One-off expenditure	Planning & Development	Economic Development	Finsbury Park Projects	0.071	Budget Risk and Insurance
Environment and Regeneration	Other	Public Realm	Energy Services	Angelic Energy	0.019	Budget Risk and Insurance
Housing	Other	Voluntary and Community Sector (VCS)		VCS contingency	0.388	Budget Risk and Insurance
Housing	Other	Voluntary and Community Sector (VCS)		VCS grants	0.028	Budget Risk and Insurance
Housing	Other	Voluntary and Community Sector (VCS)		VCS grants	0.021	Budget Risk and Insurance
Housing	Other	Voluntary and Community Sector (VCS)		VCS grants	0.036	Budget Risk and Insurance
Housing	Other	Voluntary and Community Sector (VCS)		VCS grants	0.023	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Employment Skills and Culture	QICS Careers Leaders	QICS Careers Leaders - Richard Reeves Foundation external funding	0.040	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Employment Skills and Culture	Employment	Programme externally funded by the Department for Work and Pensions (Deaf Program)	0.015	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Employment Skills and Culture	Employment	Externally funded project (City of London Corporation)	0.060	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Employment Skills and Culture	Arts Service	Externally Funded - ACE Grant	0.006	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Employment Skills and Culture	Music Education	Music Education Hub grant income from Arts Council funding music education in Schools	0.185	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Employment Skills and Culture	11 by 11 Project	Funding for the 11 by 11 Project	0.004	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Employment Skills and Culture	Creative Conversations	Heritage Lottery Funding	0.002	Budget Risk and Insurance

### Appendix 3: Additional Transfers to/(from) Earmarked Reserves

Directorate	Category	Division	Service Area	Description	Amount £m	Reserve
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Employment Skills and Culture	Reading Friends Project	External funding	0.005	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Health Commissioning	Health Commissioning	CCG funding to maintain services for another year	0.189	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Learning and Schools	SEND Reform Grant	Balance on SEND reform grant and SEND employment grant being used to continue implementation of new system of Education Health and Care Plans	0.047	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Learning and Schools	Health and Wellbeing	CCG grant funding towards the Islington Trauma Informed Practices in Schools project to help schools embed a whole-school trauma strategy covering 11 primary schools, 2 secondary schools and the pupil referral unit	0.020	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Safeguarding and Family Support	House Project	Project funded by the DfE for the looked after young people and those leaving care to manage their own homes and achieve successful independence	0.086	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Safeguarding and Family Support	Safeguarding & Quality Assurance	National Assessment and Accreditation System funding from the DfE spanning 3 years	0.169	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Safeguarding and Family Support	Community Based Budgets	External grant funding for a project spanning multiple financial years including the Troubled Families Programme.	0.753	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Safeguarding and Family Support	Unaccompanied Asylum Seeking Children	Asylum Seekers Grant from the Home Office to support costs in relation to supporting unaccompanied asylum seeking children	0.497	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Safeguarding and Family Support	Controlling Migration Fund - Unaccompanied Asylum Seeking Children Project	Home Office grant funding to increase capacity in the service to address and support the increase in Unaccompanied Asylum Seeking Children	0.026	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Safeguarding and Family Support	CSC Management	Choice & Control funding from the CCG (£38k) and DfE Innovations funding (£135k) to fund personal health budgets and continuing care	0.173	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Safeguarding and Family Support	Step Up to Social Work	Grant funding from the DfE for the Step up to Social Work programme	0.009	Budget Risk and Insurance
People - Children, Employment and Skills	Grants funding spanning more than one financial year	Youth & Communities	Community Safety	Violence Reduction Unit (VRU) - GLA Grant Funding approved for 2 years (April 2019 to March 2021) across Islington and Camden: £50k committed to fund NHS Camden CAMHS in 2020/21 and £24k Community Strengthening Conferences commissioned for 2020/21	0.074	Budget Risk and Insurance
People - Children, Employment and Skills	One-off expenditure	Health Commissioning	Health Commissioning	Funding for a fixed term post due to end in the summer	0.018	Budget Risk and Insurance
People - Children, Employment and Skills	One-off expenditure	Learning and Schools	Islington Community of Schools	Unallocated funding from Islington Community of Schools - this is an agreed carry forward to 2019/20 and 2020/21 as part of the Children, Employment and Skills savings plan	0.105	Budget Risk and Insurance
People - Children, Employment and Skills	One-off expenditure	Learning and Schools	School Improvement Monitoring and Brokering Grant	School Improvement and Monitoring and Brokering Grant from previous years that is being invested in a number of projects in support of schools, children and young people.	0.282	Budget Risk and Insurance
People - Children, Employment and Skills	One-off expenditure	Learning and Schools	Health and Wellbeing	Funding Maternity Cover in the Health and Wellbeing Service	0.025	Budget Risk and Insurance
People - Children, Employment and Skills	One-off expenditure	Learning and Schools	Bright Start Islington	Funding for repairs and maintenance in Bright Start venues that is on hold due to the outbreak of COVID-19. This expenditure will be incurred during 2020/21	0.023	Budget Risk and Insurance
People - Children, Employment and Skills	One-off expenditure	Youth & Communities	Youth Council	Youth Council elections occur once every 2 years. Planned underspend in non-election year is carried forward to meet costs of holding elections in the following year.	0.021	Budget Risk and Insurance
People - Children, Employment and Skills	One-off expenditure	Safeguarding and Family Support	Student Bursaries	Unapplied funding for Student Bursaries	0.161	Budget Risk and Insurance
People - Children, Employment and Skills	One-off expenditure	Youth & Communities	Play and Youth	Funding for urgent works that is taking place in 2020/21 across the youth and play estate	0.050	Budget Risk and Insurance

**Appendix 3: Additional Transfers to/(from) Earmarked Reserves**

Directorate	Category	Division	Service Area	Description	Amount £m	Reserve
People - Children, Employment and Skills	One-off expenditure	Employment Skills and Culture	Libraries	Capital contingency budget for planned works to Central Library that will enable the realisation of rental income	0.074	Budget Risk and Insurance
People - Children, Employment and Skills	Other	Learning and Schools	Post 16 Bursary	Post 16 bursary - balance on Post 16 bursary. No on-going budget so balance is being used to fund future years. Enough available to fund for a further two and a half years at current levels of demand.	0.126	Budget Risk and Insurance
People - Children, Employment and Skills	Pooled budgets managed on behalf of partners	Safeguarding and Family Support	Islington Safeguarding Children Board	A pooled budget arrangement with a number of other public sector agencies. Carry forward supports agreed spending plans.	0.158	Budget Risk and Insurance
People - Children, Employment and Skills	Pooled budgets managed on behalf of partners	Safeguarding and Family Support	Adopt North London	Islington hosts the 6 borough Regional Adoption Agency (RAA). Collective underspend belonging to the boroughs making up the RAA.	0.024	Budget Risk and Insurance
People - Children, Employment and Skills	Pooled budgets managed on behalf of partners	Health Commissioning	CAMHS		0.016	Budget Risk and Insurance
Public Health	Grants funding spanning more than one financial year	Public Health		Public health grant underspend	0.160	Public Health
Resources	Other	Democratic Services	Deputy Mayor's Allowance	Deputy Mayor's Allowance will go to Mayor's charity at the end of the election year	0.003	Budget Risk and Insurance
Resources	Other	Democratic Services	Mayor's Allowance	Mayor's Allowance balance will go to Mayor's charity at the end of the election year	0.010	Budget Risk and Insurance
Resources	Other	Revenues	Housing Benefit	Transfer housing benefit subsidy claim balance back to Housing Benefit reserve (part reversal of budgeted drawdown from reserve)	1.805	Housing Benefit
				<b>Total</b>	<b>6.294</b>	

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## Appendix 4: Capital Programme 2019/20 - Month 12

Directorate/Scheme	2019/20					
	Original Budget	Budget Changes During the Year	Revised Budget	Actual Spend	Variance	% of 2019/20 Budget Spent
	£m	£m	£m	£m	£m	%
<b>ENVIRONMENT AND REGENERATION</b>						
Cemeteries	0.000	0.077	0.077	0.061	(0.016)	78.9%
Bunhill Energy Centre Phase 2	0.000	4.338	4.338	3.222	(1.115)	74.3%
Energy Saving Council Buildings	0.390	(0.390)	0.000	0.000	(0.000)	0.0%
Greenspace	0.395	0.212	0.607	0.000	(0.607)	0.0%
Highways	1.400	0.644	2.044	1.769	(0.275)	86.5%
Leisure	0.475	0.196	0.671	0.579	(0.092)	86.3%
Planning and Development	0.000	1.137	1.137	0.836	(0.300)	73.6%
Recycling Improvements	0.000	0.124	0.124	0.124	0.000	100.0%
Special Projects	0.000	0.413	0.413	0.000	(0.413)	0.0%
Traffic and Engineering	5.354	1.225	6.579	3.615	(2.964)	55.0%
Vehicle Replacement	1.999	2.768	4.767	3.589	(1.178)	75.3%
<b>Total Environment and Regeneration</b>	<b>10.013</b>	<b>10.744</b>	<b>20.757</b>	<b>13.797</b>	<b>(6.960)</b>	<b>66.5%</b>
<b>HOUSING</b>						
<i>Housing Revenue Account</i>						
Major Works and Improvements	25.000	0.088	25.088	40.782	15.695	162.6%
New Build Programme	63.168	(13.500)	49.668	25.754	(23.914)	51.9%
Property Acquisition Programme (HRA)	0.000	13.500	13.500	10.400	(3.100)	77.0%
<i>Housing General Fund</i>						
New Build Open Market Sales	12.878	0.000	12.878	6.640	(6.238)	51.6%
Property Acquisition Programme (GF)	13.125	0.000	13.125	7.089	(6.036)	54.0%
<b>Total Housing</b>	<b>114.171</b>	<b>0.088</b>	<b>114.259</b>	<b>90.666</b>	<b>(23.593)</b>	<b>79.4%</b>
<b>PEOPLE</b>						
Central Foundation School Expansion	1.600	0.152	1.752	1.421	(0.331)	81.1%
Central Library Renovation Phase 2	0.000	0.411	0.411	0.159	(0.252)	38.6%
Dowry Street/Primary PRU	0.000	0.035	0.035	0.000	(0.035)	0.0%
Early Years Capital	0.000	0.327	0.327	0.070	(0.256)	21.5%
Primary Schools Condition Schemes	0.000	2.121	2.121	1.659	(0.462)	78.2%
Highbury Grove School Expansion	1.470	0.955	2.425	2.258	(0.167)	93.1%
Libraries	0.000	0.048	0.048	0.029	(0.019)	60.3%
New River College Refurbishment	0.000	0.185	0.185	0.000	(0.185)	0.0%
Other Schools/Contingency	0.000	2.057	2.057	0.861	(1.196)	41.9%
School Condition Works	0.000	0.109	0.109	0.000	(0.109)	0.0%
Tufnell Park School Expansion	3.100	1.089	4.189	4.233	0.044	101.1%
Youth	0.000	0.003	0.003	0.003	(0.000)	99.0%
<b>Total People</b>	<b>6.170</b>	<b>7.491</b>	<b>13.661</b>	<b>10.692</b>	<b>(2.969)</b>	<b>78.3%</b>
<b>Corporate</b>						
49-59 Old Street Renovation	0.000	1.709	1.709	1.637	(0.072)	95.8%
Cladding Replacement	0.000	2.975	2.975	0.183	(2.792)	6.2%
Central Library Renovation Phase 1	0.000	0.532	0.532	0.532	(0.000)	99.9%
<b>Total Corporate</b>	<b>0.000</b>	<b>5.216</b>	<b>5.216</b>	<b>2.352</b>	<b>(2.864)</b>	<b>45.1%</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>130.354</b>	<b>23.539</b>	<b>153.893</b>	<b>117.507</b>	<b>(36.386)</b>	<b>76.4%</b>

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ISLINGTON

# Annual Report of the Executive Member for Community Development

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Cllr Una O'Halloran  
Policy & Performance Scrutiny Committee  
June 2020

Agenda Item C5

The Community Development Portfolio focuses on building strong, cohesive and resilient communities – supporting local organisations and residents to engage in their community.

Specific areas of responsibility are:

- **Communities**

- Ø Voluntary and community sector
- Ø Community centres
- Ø Community development and resident engagement
- Ø Ward Partnerships and Local Initiatives Funding
- Ø Community equalities and community cohesion

- **Refugee and Migrant Communities**

- Ø No Recourse to Public Funds
- Ø Refugee and Migrant Communities in Islington

- **Licencing**

# Communities



# Towards a Fairer Islington

- Working to the council's [VCS Strategy 2016-20](#), the Communities Team has contributed and informed a range of corporate strategies including Spark a Solution, Localities, Connected Communities and now more recently Fairer Together. Working primarily at a preventative level, the team aims to enable:
  - **Thriving:** Residents will live happy, healthy, and independent lives, working where appropriate, responding positively to challenging life events.
  - **Connecting:** Community cohesion and community relationships will be strong, social isolation will be tackled, and our diversity will be a strength.
  - **Giving:** People will give their time, talent and energy to actively participate and engage in the local community.
- The Communities Team's work focusses on 'building communities and strengthening the voluntary and community sector' by:
  - **Strategy:** Supporting the Development of Corporate Strategy – e.g. Fairer Together
  - **Community Networks:** Establishing and maintaining key local, borough-wide, thematic and demographic community networks (e.g. advice, volunteering, place-based, equalities, funding, capacity-building)
  - **Places and Spaces:** Managing community facilities, establishing independent management models, securing access to premises so that council assets are utilised to their full potential for local communities, community development programmes
  - **Funding and Investment:** Managing grants programmes, funding support and working with funders to maximise income to VCS
  - **Capacity Building and Volunteering:** VCS support and interventions, training and development, trustee and committee support, volunteering infrastructure.
  - **Communications and Digital Development:** Communicating 'sense of community', ensuring access and visibility of community/VCS offer.

# Voluntary Sector



# VCS Partnership Grants Programme 2016-2020

- Our VCS Grants Programme provides £2.68m per annum in core grant funding to 50 organisations that have been identified as being of strategic importance to the Council and the borough.
- This multi-year core funding – currently through to 2020 – provides a critical foundation for organisations and has a multiplier effect, enabling organisations to bring additional resource into the borough.
- In 2019 Islington's VCS brought in over £34 million from external funders to deliver services that benefit the local community (source: Grant Nav – 360 Giving)
- All organisations are monitored under a Funder+ model, with support around governance, finance and fundraising, safeguarding, communications.
- We currently fund under 5 strands:
  - Advice
  - Neighbourhood Partners
  - Borough-wide Partners
  - Volunteer Partners
  - Delivery Partners

# VCS Grants Programme 2021-2024

- The current VCS Partnership Grants programme was extended for 3 months by Executive on 30 April 2020 due to the Covid-19 pandemic. This is due to end on 31 December 2020 with the new programme starting on the 1 January 2021 and running until 31 March 2024.
- The Council has made a commitment to protect 'levels of Council grant-giving to the local voluntary and community sector'. The current budget per annum is £2.7mn.
- The [VCS Partnership Grants Programme 2021-24](#) has been designed around the Council's Corporate Plan 2018-22, and the Council's Corporate Objectives and Values as well as the emerging Fairer Together Programme which recognises the importance of collaboration and partnership. The programme aims to promote community resilience and early intervention and prevention.
- As a corporate initiative, the grants programme has been co-produced, co-designed, co-delivered and co-managed with Executive Members, directorates, and Islington CCG, and this has led to the development of 6 strands:
  - Advice & Navigation – Strategic Partners Programme
  - Community Hubs – Strategic Partners Programme
  - Capacity Building – Strategic Partners Programme
  - Equalities and Cohesion Networks – Strategic Partners Programme
  - Volunteering – Strategic Partners Programme
  - Delivery Partners Programme

## Voluntary Sector: Advice

- Our advice funding ensures that residents can access **independent and impartial advice on welfare benefits, debt, housing and immigration issues** which help improve household income, tackle indebtedness, sustain tenancies and secure residency.
- £1.14m pa core grants for independent advice and support to Citizens Advice Islington, Islington Law Centre, Islington People's Rights, Help on Your Doorstep and the Islington BAMER Advice Alliance.
- These advice providers form the Islington Strategic Advice Partnership (ISAP) and work together with the council achieving the below outcomes.
- **15,000 residents were supported through telephone and face to face casework in the period April 2019 to March 2020** e.g. around housing, benefits, debt, immigration and employment
- In the same period advice partners supported residents to reduce / **prevent debt totalling £1.5 million and secure benefit entitlements totalling £4.7 million**
- Throughout lockdown, ISAP have continued to support residents remotely, and have dealt with a big increase in new claims to Universal Credit and more advice on employment support and furloughing.

# Voluntary Sector: Strategic Priorities

## Funding and Finance

- **London Living Wage** – Working with VAI and Employment Services to deliver advice sessions to the sector on becoming a living wage employer, thus developing the Council's Living Wage ambitions.
- Advising and supporting other departments to continue to deliver **grant funding programmes** (e.g. Supported Families Fund, Small Grant Programme)
- Developing a new **Discretionary Rate Relief** policy and programme which launched on 1 April 2020 – 31 March 2023. Round 1 was completed with relief being awarded to 85 organisations occupying 110 premises. The total in relief awarded was £814,305.37 with a cost to Islington Council of £244,311.62 in foregone income.
- From 1 April 2020 the VCS Team have taken over management of the **Food Connection Grants** which comprise 6 services providing lunch clubs and day services for older people. This will involve a review of the current agreements and aligning monitoring to the current VCS framework.
- **Fairer Together** - To work with Council departments, key funders and partners in the borough to review funding and investment practices in order to draw funding into the borough, and influence system change by working in collaboration with the voluntary sector and communities.

# Voluntary Sector: Small Grants Programmes

## Community Chest

- Islington Community Chest (ICCC) is a **partnership between Cripplegate Foundation and Islington Council** funding organisations in Islington across 3 rounds per year.
- **£200k pa in small grants** is made available to community organisations delivering projects that improve quality of life for Islington residents and tackle inequality across the borough.
- In 2019/20 **59 organisations** received grants of up to £5,000 to deliver community-based projects in key thematic areas such as: community safety, improving people's mental and physical health and improving the local environment.

## Local Initiatives Fund

- In 2019-20, local ward councillors have been allocated **£14,000 Local Initiatives Fund per ward** to provide small grants for a variety of activities that benefit the residents living in their ward.
- Activities funded include local festivals/parties, outings and day trips, education and training classes, holiday activities for young people, environmental improvements and gardening projects.
- **141 projects** were awarded funding from Islington Council's Local Initiatives Fund in 2019-20, compared to 155 in 2018-19. 19 groups were funded for more than one project in 2019-20. Awards in 2019-20 ranged from £125 to £6,500.
- 23 (21%) of the 110 funded groups were new to Islington Council's Local Initiatives Fund

# Community Development



# Estate based community centres

- There are 51 Housing Revenue Account estate-based community facilities in the borough.
- This [video](#) showcases some of the ways they are used.
- We want out community centres to:
  - Ø Be good quality spaces that are well managed and well maintained, safe, welcoming and accessible
  - Ø Host high quality community activity, services and event, delivering against the council's aims and objectives
  - Ø Support a thriving voluntary sector, communities and neighbourhoods
- Since 2018 the Community Development Team and Property Services have carried out intensive work, assessing and appraising the buildings, identifying health and safety, building maintenance work and centre improvements. £400K of essential health and safety and building maintenance work has been completed in 2018/19, with £100K of improvement works delivered in 2019/20 and a further £400k planned for 2020/21.
- The focus of the Teams work for 2020/21 is to continue to address centre repairs and improvements, work with centre committees that require intensive support (training or peer mentoring), establish new management models where needed, and work with centre committees, partners, public health to increase use of their space to help address the needs of the community.
- 4 new community spaces have opened since February 18: Brickworks, Goodinge, Vibast and Dove Rooms and 6 new community spaces centres will be delivered in the next 36 months: Kings Square, St. Johns, Quaker Court, Marjery Street and Park View.

# Upgrading and creating new community space



## Peregrine House Rooms

- ❖ Disused store cupboard turned into new kitchen/ new WCs/ new storage/ improved meeting area.



## Hornsey Lane Centre

- ❖ New kitchen and electrical works



## Bentham Court Centre

- ❖ New WCs /new storage/ new office space/ and renovated parquet flooring

## Key Challenges, Issues and Opportunities

- Number, condition and required essential repairs - programme of community centre improvements
- Management models – developing and trialling a range of management models
- New Build adding to community centre portfolio
- Increase volunteering opportunities to support centre delivery and activities
- Ensure that centres are fair and accessible for everyone in the community.

## Continuing work for 2020/21

- Continue centre improvements
- Development of Community Centre Strategy that sets a clear vision that aligns with Council and local resident's needs.
- Review TRA flats and consider future usage for residential accommodation.
- Work with the New Build Team to inform and add to early discussions about re-provision or creation of centres after New Build.
- Investigate alternative management structure of community centres where an elected resident committee is not in place.

# Community Development: TRA Review

- There are currently 52 constituted Tenants and Residents Association (TRA) across Islington estates.
- During 2018/19 a TRA review took place that looked at the support offered to estate based constituted TRA's, their governance, paperwork and investigated barriers to engagement.

## Review feedback included:

- TRAs having difficulties gathering and maintaining community support.
- TRAs having a lack of new people joining causing ageing membership so attendance at evening meetings is low.
- TRAs committees losing enthusiasm.
- TRAs dealing effectively with difficult residents/behaviour.

## Key recommendations adopted from Councillor/ TRA group feedback

- New options and new models for estate based resident engagement to enhance the current TRA option.
- New governance paperwork (constitution/code of conduct etc)
- Meeting quorums reduced to reflect estate demographics
- Annual partnership meetings between Communities Team and TRAs
- Extend annual funding to include estate gardening clubs

# Arts on Estates Treading The Boards project (TTB)

- The first year of two-year estate-based project provided through funding from the Arts Council, Travis Perkins and Community Development funding.
- TTB has engaged residents in active participation, targeting the elderly, people with mental health problems, children, families and young people through a mixture of task and finish projects and a continuation of long-term projects from the pilot.
- The project includes poetry, photography and art (painting, drawing) classes and in the year one added a project to deal with anxiety and lack of confidence of getting back into work through drama classes.
- Here's a [video](#) of one of the projects.

## Key outcomes and feedback

- 128 sessions held in community centres with 1,182 participants
- 94% enjoyed the sessions
- 91% learnt a new skill
- 81% felt connected to their community



# Estate Environment

During 2019 this portfolio has delivered across estate spaces, encouraging healthier resident activities, recycling in community spaces and supporting gardening groups.

- Residents Plant Nursery (Tufnell Park Estate) delivered activities in health and well-being gardening activities, intergenerational gardening, volunteering, training, food growing, composting, recycling, carpentry, seed sowing, watering, and plant care - 47 workshops were delivered to 91 participants with an average of 12 per session.
- 58 estate-based residents garden groups who are supported by the communities Team – support, bulletins and newsletters that have encouraged planting, food growing and access to the Resident Plant Nursery for training and events.
- Over 50 recycling bins to various community hubs and centre's in Islington. This also included providing recycling information and increased knowledge of recycling to managers and committees.
- Work with the Recycling Team in coordinating activities and events on estates to raise the profile of recycling amongst residents including collection of unused/recyclable white goods by partner organisation's such as Bright Sparks.



# Actives Spaces Project

- Starting in October 2019 and funded by a partnership between Public Health, Greenspace and Community Development, this project aims to use underused estate spaces and to encourage activities through a range of offers that reflect need and can help address local health and wellbeing agendas.
- Programmes are delivered at either nil or low cost and will be on resident's doorsteps in order to help to address some barriers to participation and will targeted activities for families, young people, older people, women and men to help them be more active.
- Activities include zumba, tea dances, family sport and cooking lessons, walking football and indoor bowls.
- Although a small group currently engaging across the programmes, an interim survey asking participants current activity levels, local activity opportunities and suggestions for future activity provision showed.
  - Ø More than 80% of participants felt encouraged to try new things because of the activity
  - Ø 80% wanted to take part in more physical activities
  - Ø Nearly all felt more connected to their local community
- The future programme will deliver on Kings Square, Andover, Bemerton, Mayville, Girdlestone, Peregrine and Finsbury estates.



- This year has seen the continued development of a **varied and engaging programme of services and activities** delivered from community facilities in Finsbury Park, supporting outcomes for residents. The programme at Andover Community Centre and Durham Road Community Rooms includes a surplus food project, health and wellbeing activities like the weekly Zumba class, educational and employment support and regular social events for the isolated and disabled.
- Dialogue with residents and partners has helped to identify needs and interests of local residents, and plans for a gardening group, Men in Sheds and a range of crafting options have been developed to target under-supported groups.
- The annual trip to the seaside was fully subscribed, with four coachloads of residents enjoying a visit to Southend.
- The two centres provide **affordable office and delivery space** to Brightstart Nursery and three voluntary sector organisations - Help on Your Doorstep, One True Voice, and Islington Turkish Kurdish and Cypriot Women's Welfare Association.
- **Centre improvements and reconfiguring of space** has enabled more activities to be delivered. Durham Road Community Rooms have been reconfigured to become more flexible, enabling successful projects like a boxing for the homeless. A reorganisation of office space at Andover Community Centre has created dedicated space for craft projects. Garden space is being brought into use for social events and a residents gardening group – growing herbs to support the Saturday community meal. Composting facilities have been installed.
- A new institutional kitchen has been installed at Andover Community Centre to improve facilities for the community meal and enable the popular children's cooking classes – part of the Active Estates programme.

- The team is playing a key role in the **Good Growth Fund Project** in Cally. The project involves co-design of physical spaces in the neighbourhood with residents and local stakeholders, and will see the basement of Jean Stokes Community Centre brought back into use as a community hub in 2021.
- The Good Growth Fund project is a central part of a refreshed vision and action plan for the Cally area, which will be articulated in a co-produced **community plan** to be published in autumn 2020. This will take a place-based approach, laying out ambitions for Cally by 2023 and the actions that will be taken to get there in five key areas:
  - Better opportunities for children, young people and families
  - A thriving, connected local economy that benefits everyone
  - Attractive, well-used public spaces
  - Improved health and wellbeing
  - A strong community with a sense of belonging
- **Partnership working in Cally** is being reinvigorated through the launching of the Love Cally partnership and the Jean Stokes Community Centre Users' Group, and the relaunching of the Cally Youth Providers Forum.
- The **programme at Jean Stokes Community Centre** now includes a range of health and wellbeing and youth activities. An education and training offer and a project to address food poverty are being planned.

# Equalities and Community Events

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# Equality Events

- The communities team coordinates and works with an extensive range of community partners to deliver a number of equalities events for the council, including [Refugee Week](#), [Black History Month](#), [Interfaith Week](#), [Transgender Day of Remembrance](#), [World AIDS Day](#), International Day of Disabled People, [Windrush Day](#), [Holocaust Memorial Day](#), [LGBT History Month](#), International Women's Day and [International Day Against Homophobia, Biphobia and Transphobia](#).
- 2019 has seen a continued approach to working in partnership with Library and Heritage Services, Communications and Community Partners including Arsenal in the Community, Forum+, Islington Faiths Forum and Every Voice, in order to establish a 'whole community' approach to the way we celebrate our diversity and coordinated communications.
- This approach resulted in the largest line-up of events to celebrate LGBT History month in the UK with more than 30 events taking place, including art exhibitions, film days, guided walks and poetry. International Women's Day was celebrated with several events including an Afternoon Tea attended by 60 women and internally the launch of a Feminist Bookclub with over 30 members.
- During lockdown we are continuing to celebrate events in different ways, moving to virtual platforms such as Zoom to deliver talks, and putting out more online content including videos, interviews and articles.



28 JAN 2020

Stand Together: Islington remembers victims of genocide on Holocaust Memorial Day

# Community Events and Festivals

- In 2019 we celebrated the 3rd year of the **Great Get Together** by awarding 13 community organisations with grants of up to £500 to help organise and deliver events across the borough. These varied from community picnics to coffee mornings to bring residents and communities to celebrate and connect with each other.
- The 2019 **Soul in the City** event at Andover Estate was the biggest and most successful yet. Run with our partners Tollington Parishes and Arsenal in the Community, the day saw over 2000 local residents come together to have fun and get information about local services.
- 2019 saw the first '**Celebrating Islington Festival**' an initiative designed to establish greater collaboration between different equalities networks. The event, coordinated by Islington Faith, Islington Refugee Forum, Forum+, Islington Children and Young People's Forum, Every Voice, and Islington Hate Crime Forum.



Hundreds turn out for first ever Celebrate Islington festival

PUBLISHED: 12:15 24 July 2019 | Sam Gelder



Performers at the Celebrate Islington festival. Picture: Joshua Thurston



**Jeremy Corbyn** @jeremycorbyn · 17 Jul 2019

Wonderful evening at the Celebrate **Islington Community Festival**. The diversity of our communities is our strength.



255

419

1.3K



# Supporting EU Nationals

- In the last year there have been 3 evening advice sessions for EU nationals on immigration advice. These were run pro bono by solicitors in partnership with Islington in Europe and two local immigration law firms – Wilson Solicitors LLP and Wesley Gryk Solicitors LLP.
- Over 250 EU nationals were supported through these sessions.
- A document to help council staff and partners to support EU residents with legal advice was commissioned and distributed widely.
- Targeted work to support vulnerable EU residents through clear communications and advice was delivered in partnership with Communications, Voluntary Sector Partners and client facing council services. Face-to-face advice sessions for vulnerable EU residents have been commissioned and will resume post-lockdown.
- In February 2020, the #WeAreIslington Community Festival was held on Islington Green, supported by several VCS partners including Islington in Europe and Settled, giving advice on the EU settlement scheme. Over 200 people attended the festival.



# No Recourse to Public Funds



- In 2019/2020, 'safety-net' support has been provided to 70 vulnerable households; at an annual cost of £800,000 on accommodation and subsistence provision; with 80% of cases leaving the NRPF service because Leave to Remain (route to settlement) has been granted.
- Although central government does not fund local authorities for the cost of supporting people with 'no recourse to public funds', case resolution rates over the course of 2019/2020 had a positive impact on spend, with a saving of £100,000 per annum achieved compared to total expenditure incurred in 2018/2019.
- In March 2020, the Covid-19 housing pathway was implemented, ensuring that all residents who were homeless, or at risk of homelessness, were accommodated as part of efforts to halt transmission of the virus and to keep people safe.
- Since March 2020 Caseload size has accelerated considerably, with many people with NRPF housed. By the end of March 2020, 11 new households had been supported, as of June 2020, 68 households are now in receipt of support and projected spend for 2020/2021 is now £1,140,000.

# A time for policy change

Through the NRPF Network and the frontline experiences of the team, the NRPF Refugee and Migrant Service provides information and advice about people's entitlements to services, information that can be used by local authorities to help support people with NRPF and by members of the public who may face difficulties accessing services because of their nationality or immigration status.

In March 2020, the NRPF Network responded to over 100 enquiries from members of the public concerned about how they would survive whilst not being able to access benefits and housing. In Islington, measures to assist people with NRPF needed to be quickly adopted to mitigate the impact of the pandemic, including increasing subsistence amounts and ensuring people with NRPF could be assisted through 'We are Islington'.

The pandemic has served to illustrate the negative impact of current immigration policies on communities, the Team has worked with the Council Leadership to make the following policy asks to Government:

- The removal of the NRPF condition to enable people to access benefits and housing
- Granting residence rights and access to public funds to people who are unlikely to ever leave the UK or be forcibly removed
- Providing EEA nationals who qualify for pre-settled status full access to benefits

# Covid-19 Community Response



# Islington Covid-19 – Service Offer & WeAreIslington

- At the outset of the Covid-19 outbreak, the Communities team worked with VCS partners, providing [guidance](#) on closing, changing or maintain services directly related to the community response.
- The team proactively called and engaged network organisations and individual organisations to ensure lock-down compliance in faith sites, community centres and community organisations across the borough.
- The team established a [Covid-19 Service Directory](#) as part of the council's WeAreIslington helpline, ensuring residents could access support in relation to food, medicine, counselling, legal advice, physical and mental well-being.



**WE ARE ISLINGTON**

**Are you struggling because of Coronavirus (COVID-19)?**  
**We are Islington is here to help you**

**Get in touch**  
If you or someone you know needs support, then help is available. Islington Council, voluntary sector and mutual aid groups are working together to provide support. This could include help with getting food or medicine, online group activities, legal advice or a friendly conversation.

**You can contact organisations directly or call the We are Islington helpline on 020 7527 8222.**

You can also email [weareislington@islington.gov.uk](mailto:weareislington@islington.gov.uk)

Minicom: **020 7527 1900**

We will be open **every day** from **9am to 5pm**.

Remember you can keep up with local news, link to public health advice and sign up to our ebulletins at [www.islington.gov.uk/coronavirus](http://www.islington.gov.uk/coronavirus)

A big thank you to all the residents, volunteers and charities across Islington who are rallying round to support their community. We are Islington.

**Can you help someone who is struggling?**

There are lots of ways to help, including volunteering with local community groups. Charities in the borough also need assistance. If you/your business want to help please approach a local group or check out [www.islington.gov.uk/findvolunteering](http://www.islington.gov.uk/findvolunteering). You can also email [volunteer@vai.org.uk](mailto:volunteer@vai.org.uk)

Please ensure that any organisation that you help gives you advice on how to keep yourself and others safe.

**Can you donate to help someone who is struggling?**

Please give to the Islington Giving Crisis Fund. Every penny you give to this fund will go to people who are isolated, anxious and in most need of financial support through this crisis. [www.islingtongiving.org.uk](http://www.islingtongiving.org.uk)



- Voluntary Action Islington (VAI) delivers the volunteering programme for the borough. As of 31st March 2020, 1368 residents were registered on the Simply Connect volunteering portal. 367 opportunities were advertised.
- During Covid 19, there was a significant increase in residents registering to volunteer, with over 800 people showing interest.
- Voluntary Action Islington with the VCS team secured an Islington Council redeployee to act as a Volunteer Coordinator whose role is to identify volunteer roles within the voluntary and community sector in Islington and match volunteers to the roles. The Volunteer Coordinator has reached out to the hundreds of organisations who are part of VAI's network and supports them in advertising the role and in providing an induction offer for organisations who do not have the capacity to do this themselves.
- An additional 20 volunteer roles specifically relating to support during Covid-19 have been identified and advertised on VAI's volunteer portal.

- The Communities team has worked with Islington's twelve mutual aid groups, providing flexible support informed by ongoing dialogue with groups, recognising their autonomy and contribution
- Each ward-level group has a designated point of contact within the council, with regular contact to pick up emerging issues, discuss complex cases and support onward referral, provide practical help such as printing, and link groups with VCS groups and council services
- Regular newsletters provide key information and updates to groups in areas such as safeguarding and safer volunteering, local processes such as We Are Islington and the Resident Support Scheme, and key developments such as the scheme to support those shielding and Track and Trace

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A programme of online, interactive sessions has been designed to provide information to mutual aid volunteers on local context and processes, and to respond to needs expressed by groups. To date, the following sessions have been delivered or are scheduled:

- We Are Islington
- Additional support for residents
- Food provision in the context of Covid-19
- Track and Trace and the Public Health response to Covid-19
- Befriending

## VCS Funding

- Signing up to the [Covid19 Funders Statement](#) to support and reassure the sector during the pandemic.
- Reviewing funding practices (LIF, Partnership Grants Programme) to ensure that temporary revised measures are put in place to support the sector to respond to the humanitarian crisis.
- Working with key funders and partners across the sector to ensure that up to date funding information and advice is made available to organisations across Islington.
- Development of **VCS newsletters** to share important guidance, information on funding and support.
- **Islington Giving Crisis Fund** – Working with Cripplegate Foundation to launch an urgent appeal for donations with funding being used to support community organisations responding to the emergency and the Council's Resident Support Scheme. Aligning communications with partners to promote the fund and share the positive impact this has had for residents.
- **London Community Response Fund (LCRF)** – Working with partners to align the Crisis Fund to the LCRF in order to tap into the pooled funds being made available across London from a range of funders.
- **National Lottery Coronavirus Community Fund** – Working with the National Lottery and funding partners to promote the launch of this fund which distributes Govt funding to the charity sector.
- **Advice sessions** have been set up working with partners and key funders (incl. National Lottery), to ensure that organisations are supported in writing funding bids, particularly during this challenging time.

# Community Food Response

- Working with staff across the council including Public Health, Environment and Regeneration, Homes and Communities.
- The Communities Team has led work around the Covid-19 Food Response including:
  - **Supporting 22 Community Food Projects** surplus food provision, funding, access to volunteers, parking, key worker letters, guidance, food safety visits - overview of support [here](#).
  - Supported **14 Organisations to secure £162K through London Community Response Fund** - Linked with the Islington Crisis Fund
  - Directly running a **surplus food project at Andover Community Centre**, with 1047 food parcels delivered to or collected by residents in the first 12 weeks of the crisis
  - Securing food supplies for the Sobell, including from:
    - **Arsenal:** Three large deliveries, possibility of an additional one being scoped by Arsenal in the Community (£138K Retail Value, 92,000 meals)
    - **Felix Project:** Over 30,000 of surplus meals – some issues with reliability and nutritional balance
    - **Additional Purchases:** £21K of additional food purchased, including from market traders to ensure nutritional balance
- During the recovery stage of the crisis, we will be working with community food projects, surplus food providers and Islington's Food Poverty Alliance to maintain food community food provision across the borough.



# Licensing

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## Licensing Applications

### **During 19/20, the licensing team processed 660 applications**

- 77 Premises licenses
- 23 major variations to a premise licence
- 198 Personal licences
- 360 other applications such as transfers, minor variations and temporary events

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### **Licensing Sub-Committees heard 68 applications**

- 59 were approved
- 9 were refused

## Women's Safety Charter

- Islington adopted the Women's Safety Charter in November 2019.
- 110 premises in Islington have signed up to it.
- 120 of our businesses attended training funded through the late-night levy to support them meet the commitment.
- Over the Christmas and New Year period, we engaged with women visitors to our nighttime economy to discuss safety and distribute drinks tampering protective bands.
- We will be refreshing the initiative when businesses reopen and are intending to hold further activities to coincide with busy times of the year for licensed premises.

# The Effects of COVID Legislation

- All licensed on-sale activities were made to cease on the 21<sup>st</sup> March.
- Premises are able to continue off-sales and were encouraged through a relaxation of the planning laws to rethink their business operation and move to offer takeaway food and alcohol.
- Many of our licensed premises already have off sales but we processed 37 variation applications for off sales and provided advice to over 50 businesses who wanted to introduce takeaways.
- Officers are monitoring 7 days per week – we have issued 5 closures.
- We are providing advice and preparing guidance and support for the eventual reopening.

[Jan.Hart@islington.gov.uk](mailto:Jan.Hart@islington.gov.uk)

**Governance and Human Resources**

**Resources**  
**Town Hall, Upper Street,**  
**London N1 2UD**

**Report of: Assistant Director Governance and Human Resources**

Meeting of	Date	Agenda Item	Ward(s)
<b>Policy and Performance Scrutiny Committee</b>	2 July 2020	G1	All

<b>Delete as appropriate</b>	Exempt	Non-exempt
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**SUBJECT: MONITORING OF RECOMMENDATIONS OF REVIEW COMMITTEES  
TIMETABLE FOR TOPICS, POLICY AND PERFORMANCE  
COMMITTEE'S WORK PROGRAMME, KEY DECISIONS**

**1. Synopsis**

To inform the Policy and Performance Scrutiny Committee of the timetable of the Review Committees scrutiny topics for the remainder of the municipal year, the timetable for monitoring the recommendations of the Review Committees, the current situation on the Policy and Performance Scrutiny Committee’s work programme, and Key Decisions.

**2. Recommendation**

That the Policy and Performance Scrutiny Committee note the timetable and the arrangements for monitoring the recommendations of the Review Committees, the current work programme, and the key decisions.

**3. Background**

Attached to this report are the details of the work programme and timetable for the Review Committees for the remainder of the municipal year, the arrangements for monitoring the recommendations of review committees, key decisions details, and the Policy and Performance Scrutiny Committee’s work programme.

PTO

## **4. Implications**

### **4.1 Environmental Implications**

None specific at this stage

### **4.2 Legal Implications**

Not applicable

### **4.3 Financial Implications**

None specific at this stage

### **4.4 Equality Impact Assessment**

None specific at this stage

Final Report Clearance

Signed by

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Director of Corporate Resources

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Date

Received by

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Head of Democratic Services

-----  
Date

Report Author: Peter Moore  
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# FORWARD PLAN OF KEY DECISIONS



# ISLINGTON

**DRAFT**

**KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS  
FOR THE PERIOD TO THE EXECUTIVE MEETING ON 9 JULY 2020 AND BEYOND**

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Linzi Roberts-Egan  
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Published on 1 June 2020

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 9 JULY 2020 AND BEYOND

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

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

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

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

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

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

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

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

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
2.	Contract award for one to one support, day opportunities and activities framework for people with disabilities	All	Corporate Director of People	4 June 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>
3. Page 107	Contract award for Older People Mental Health Residential Service	All Wards	Corporate Director of People	5 June 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Carmel Littleton <a href="mailto:carmel.littleton@islington.gov.uk">carmel.littleton@islington.gov.uk</a>
4.	Volunteers and Resident engagement with Parks and Open Spaces Scrutiny - Executive Member's response	All	Executive	18 June 2020	None	Open	Keith Townsend <a href="mailto:Keith.townsend@islington.gov.uk">Keith.townsend@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment and Transport <a href="mailto:Rowena.champion@islington.gov.uk">Rowena.champion@islington.gov.uk</a>
5.	Tileyard Creative Quarter Neighbourhood Area/Forum designation	Caledonian	Executive	18 June 2020	None	Open	Keith Townsend <a href="mailto:Keith.townsend@islington.gov.uk">Keith.townsend@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
6.	Triangle Estate - Revised Application for Compulsory Purchase Order in respect of leasehold and commercial properties	Bunhill	Executive	18 June 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
7. Page 108	Harvist Estate - appointment of main building contractor	Highbury West	Corporate Director of Housing	23 June 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
Page 109	8. Contract award for the construction of 46 new homes, a new community centre, a new multi-use games area for Zoffany Park and associated estate landscaping improvements for the Elthorne Estate, sunken pitch and community centre sites, N19	Hillrise	Corporate Director of Housing	1 July 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
	Street properties management arrangements	All Wards	Executive	9 July 2020	None	Open	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
	10. Procurement Strategy 2020 - 2025	n/a	Executive	9 July 2020	None	Open	David Hodgkinson <a href="mailto:David.Hodgkinson@islington.gov.uk">David.Hodgkinson@islington.gov.uk</a>  Councillor Satnam Gill OBE, Executive Member for Finance and Performance <a href="mailto:satnam.gill@islington.gov.uk">satnam.gill@islington.gov.uk</a>

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
11.	Contract award for measured term contract for delivery of major works to housing stock	All	Corporate Director of Housing	31 July 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
12	Contract award for the construction of 41 new homes and associated improvements for Dixon Clark Court	St Mary's	Corporate Director of Housing	31 July 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
13.	Contract award for main works on Andover Estate	Finsbury Park	Corporate Director of Housing	31 July 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
14.	Contract award for the construction of 40 new homes and associated improvements for the Park View Estate, Collins Road , N5	Highbury East	Corporate Director of Housing	10 August 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
15.	Adoption of Islington's Transport Strategy	All	Executive	10 September 2020	None	Open	Keith Townsend <a href="mailto:Keith.townsend@islington.gov.uk">Keith.townsend@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment and Transport <a href="mailto:Rowena.champion@islington.gov.uk">Rowena.champion@islington.gov.uk</a>
16.	Appropriation of land on Windsor Street for planning purposes	St Peter's	Executive	10 September 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
17.	Triangle Estate - appropriation of land	Bunhill	Executive	10 September 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
18	Adoption of new Biodiversity Action Plan	All Wards	Executive	10 September 2020	None	Open	Keith Townsend <a href="mailto:Keith.townsend@islington.gov.uk">Keith.townsend@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment and Transport <a href="mailto:Rowena.champion@islington.gov.uk">Rowena.champion@islington.gov.uk</a>
19.	Zero Carbon Strategy - Adoption	All	Executive	10 September 2020	None	Open	Keith Townsend <a href="mailto:Keith.townsend@islington.gov.uk">Keith.townsend@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment and Transport <a href="mailto:Rowena.champion@islington.gov.uk">Rowena.champion@islington.gov.uk</a>

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
20.	Contract award for construction of 11 supported living units and associated improvements on Windsor Street site	St Peter's	Corporate Director of Housing	30 October 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
21.	Contract award for the construction of 42 new build homes and improvements to Hathersage Court and Besant Court	Mildmay	Corporate Director of Housing	27 January 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
22.	Contract award for refurbishment works to 173 Highbury Quadrant to produce 3 units that meet Enerphit standards and for the construction of a new build 3 bedroom house built to Passivhaus standards	Highbury East	Corporate Director of Housing	1 February 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
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Membership of the Executive 2019/2020:

<u>Councillors:</u>	<u>Portfolio</u>
Richard Watts	Leader
Janet Burgess MBE	Health and Social Care
Rowena Champion	Environment and Transport
Kaya Comer-Schwartz	Children, Young People and Families
Una O'Halloran	Community Development
Samnam Gill	Finance and Performance
Asima Shaikh	Inclusive economy and jobs
Diarmaid Ward	Housing and Development

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**POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2020/21****MEETING ON 2 JULY 2020 (STATUTORY DESPATCH DATE – 24 JUNE)**

1. COVID 19 – Update\*
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Revenue Outturn 2019/20
4. Executive Member Community Development Presentation – Written report – Written questions from Members
5. Leader – Presentation of Executive Priorities – 2020/21 – Written report – Written questions from Members
6. Use of Agency staff/Interims
7. Call ins (if any)
8. Work Programme – 2020/21

\*COVID 19 Reports to include updates on unemployment, sickness, financial and UC implications when appropriate

IF ANY ITEMS NOT ABLE TO BE DEALT WITH ON 2 JULY CAN BE DEFERRED TO 30 JULY

**MEETING ON 30 JULY 2020 (STATUTORY DESPATCH DATE – 22 JULY)**

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Council budget position
4. Budget Monitoring Report
5. Membership/Terms of Reference 2020/21
6. Scrutiny Topics – Approval Review Committees topic
7. Call-ins (if any)
8. Work Programme 2020/21

**MEETING ON 17 SEPTEMBER 2020 (STATUTORY DESPATCH DATE – 9 SEPTEMBER)**

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Budget Monitoring Report
4. Scrutiny Initiation Document approval (if appropriate)
5. Thames Water update
6. Crime/Well run Council performance statistics
7. Call-ins (if any)
8. Work Programme 2020/21

## **MEETING ON 22 OCTOBER 2020 (STATUTORY DESPATCH DATE – 14 OCTOBER)**

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Budget Monitoring Report
4. Scrutiny Witness Evidence (if appropriate)
5. Annual Crime and Disorder report
6. Council sickness
7. Call-ins (if any)
8. Work Programme 2020/21

## **MEETING ON 3 DECEMBER 2020 (STATUTORY DESPATCH DATE – 25 NOVEMBER)**

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Budget Monitoring Report
4. Scrutiny Witness Evidence (if appropriate)
5. Universal Credit Scrutiny Review – 12 month report back on scrutiny recommendations
6. Use of Agency staff/ Interims
7. Call-ins (if any)
8. Work Programme 2020/21

## **MEETING ON 28 JANUARY 2021 (STATUTORY DESPATCH DATE – 20 JANUARY)**

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Budget Monitoring Report
4. Budget Setting 2021/22
5. Scrutiny Witness Evidence (if appropriate)
6. Performance update – Quarters 2 Well run Council/Crime Statistics Universal Credit
7. iCo Update
8. Call-ins (if any)
9. Work Programme 2020/21

## **MEETING ON 1 MARCH 2021 (STATUTORY DESPATCH DATE – 19 FEBRUARY)**

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Budget Monitoring Report
4. Presentation by Executive Member – Finance and Performance
5. Scrutiny draft recommendation report (if appropriate)
6. iCo Update
7. Call-ins (if any)
8. Work Programme 2020/21

## **MEETING ON 25 MARCH 2021 (STATUTORY DESPATCH DATE – 17 MARCH)**

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Budget Monitoring Report
4. Presentation by Executive Member – Community Safety
5. Presentation by Executive Member – Community Development
6. Scrutiny draft recommendation report (if appropriate)
7. Use of Agency Staff / interims
8. Council sickness
9. Call-ins (if any)
10. Work Programme 2020/21

**MEETING ON 6 MAY 2021 (STATUTORY DESPATCH DATE – 28 APRIL)**

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Budget Monitoring Report
4. Scrutiny recommendations final report (if appropriate)
5. Quarter 3 – Performance Update – Crime/Well run Council
6. Call-ins (if any)
7. Work Programme 2020/21



**OUTSTANDING SCRUTINY REVIEWS – UPDATED 7 January 2020**

<b>SCRUTINY REVIEWS 2016/17:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Flooding Scrutiny	Policy and Performance	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Feb	JB 27 Mar 2018 Exec 19 Apr 2018	1 Nov 2018	Kevin O’Leary
Regeneration of Retail Areas	Environment and Regeneration	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - March	JB 17 Sept 2019 Exec 17 Oct 2019	TBC	Caroline Wilson
Improving access to psychological therapies	Health and Care	JB 5 Sept 2017 Exec 23 Nov 2017	Nov - Dec	JB 12 Dec 2017 Exec 4 Jan 2018	2 Oct 2018	Natalie Arthur
Housing Services for Vulnerable People	Housing	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Jan	JB 12 Dec 2017 Exec 4 Jan 2018	23 April 2019	Paul Byer
Post-16 Education, Employment and Training	Children’s	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Feb	JB 27 Feb 2018 Exec 22 Mar 2018	16 July 2018	Holly Toft

<b>SCRUTINY REVIEWS 2017/18:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Fire Safety	Housing Scrutiny Committee	JB 27 Feb 2018 Exec 22 Mar 2018	Apr - June	JB 19 June 2018 Exec 19 July 2018	19 March 2019	Damian Dempsey & Stuart Fuller
Effectiveness of Communications	Housing Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May - July	JB 17 July 2018 Exec 6 Sept 2018	25 November 2019	Paul Byer & Lynne Stratton
New Build Programme	Housing Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May – July	JB 18 Sept 2018 Exec 18 Oct 2018	23 July 2020	Stephen Nash
Air Quality and Health	Health and Care Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May - July	JB 17 July 2018 Exec 18 Oct 2018	9 May 2019	Julie Billett
Recycling	Environment and Regeneration	JB 27 May 2018 Exec 14 June 2018	June – Aug	JB 30 Oct 2018 Exec 29 Nov 2018	13 January 2020	Matthew Homer
Vulnerable Adolescents	Children’s Services	JB 27 Mar 2018 Exec 19 Apr 2018	July – Oct	JB 17 July 2018 Exec 6 Sept 2018	9 July 2019	Tania Townsend
None	Policy and Performance	N/A	N/A	N/A	N/A	N/A

<b>SCRUTINY REVIEWS 2018/19:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Responsive Repairs	Housing Scrutiny Committee	JB 17 Sept 2019 Exec 17 Oct 2019	Oct – Dec 2019	JB 14 Jan 2020 Exec 6 Feb 2020	23 July 2020	Damian Dempsey & Stuart Fuller
GP Surgeries	Health and Care Scrutiny Committee	JB 18 June 2019 Exec 11 July 2019	July – Oct 2019	JB 10 Dec 2019 Exec 16 Jan 2020	9 July 2020	Julie Billett
Volunteers and Resident engagement with Parks and Open Spaces	Environment and Regeneration	JB 16 Jul 2019 Exec 19 Sept 2019	Sept – Nov 2019	JB 30 April 2020 Exec 18 June 2020	29 Sept 2020	Barry Emmerson
Permanent and fixed period exclusion from school	Children's Services	JB 21 May 2019 Exec 20 Jun 2019	Jul – Sept 2019	JB 29 Oct 2019 Exec 28 Nov 2019	20 July 2020	Candy Holder
Universal Credit	Policy and Performance	JB 16 Jul 2019 Exec 19 Sept 2019	Sept – Nov 2019	JB 25 Feb 2020 Exec 19 Mar 2020	3 Dec 2020	N/A

<b>SCRUTINY REVIEWS 2019/20:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Capital Works	Housing Scrutiny Committee	TBC – committee still gathering evidence				Christine Short
Private Rented Sector (Mini review)	Housing Scrutiny Committee	TBC – committee still gathering evidence				Jan Hart / Irna Van Der Palen
Adult Paid Carers	Health and Care Scrutiny Committee	TBC – Committee considering further evidence				Jess Mcgregor / Jon Tomlinson
Behavioural Change	Environment and Regeneration	TBC – committee still gathering evidence				Emma Kidd / Lynn Stratton
Equality in Educational Outcomes	Children’s Services	21 July 2020	Sept – Oct 2020	15 October 2020	September 2021	Mark Taylor / Anthony Doudle
None.	Policy and Performance	N/A	N/A	N/A	N/A	N/A