



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

AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to a Virtual meeting which will be held on **17 September 2020 at 7.30 pm.**

Link to Zoom meeting: <https://weareislingtonzoom.us/j96620385238>

Enquiries to : Peter Moore
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Despatched : 09 September 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

1. Apologies for Absence

A. Formal Matters

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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. Minutes of the previous meeting

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5. Chair's Report

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. Items for Call-In (if any) Page

C. Scrutiny and Monitoring Reports Page

1.	Thames Water update - Presentation	5 - 14
2.	COVID 19 - Staffing update	15 - 22
3.	2019/20 Corporate Performance Report	23 - 72
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6.	Financial Monitoring	103 - 128

D. Monitoring Recommendations of Scrutiny Committees, Timetable for Topics, Work Programme and Forward Plan Page

E. Report of Review Chairs - if any Page

F. Urgent Non-Exempt Matters

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.

1. Disbanding the Policy and Performance Scrutiny Sub-Committees

G. Exclusion of Public and Press

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.

H.	Exempt Items for Call-In (if any)	Page
I.	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.	
J.	Other Business	Page
K.	Discussion Items (if any)	Page

The next meeting of the Policy and Performance Scrutiny Committee will be on 22 October 2020

Please note all committee agendas, reports and minutes are available on the council's website: www.democracy.islington.gov.uk

Public Document Pack Agenda Item A4

London Borough of Islington

Policy and Performance Scrutiny Committee - 30 July 2020

Non-confidential minutes of virtual the meeting of the Policy and Performance Scrutiny Committee held on 30 July 2020 at 7.30 pm.

Present: **Councillors:** Debono (Chair), Gallagher (Vice-Chair), Bell-Bradford, Cutler, Gantly, Heather, Hyde, Jeapes, Khurana, O'Sullivan, Poyser, Russell and Wayne
Also Present: **Councillor:** Gill

Councillor Theresa Debono in the Chair

- 198 **APOLOGIES FOR ABSENCE (Item A1)**
Councillor Chapman and Councillor Wayne for lateness
- 199 **DECLARATION OF SUBSTITUTE MEMBERS (Item A2)**
None
- 200 **DECLARATIONS OF INTEREST (Item A3)**
None
- 201 **MINUTES OF THE PREVIOUS MEETING (Item A4)**
RESOLVED:
That the minutes of the meeting held on 2 July be confirmed and the Chair be authorised to sign them
- 202 **MATTERS ARISING FROM THE MINUTES (Item)**
A Member enquired whether a report could be submitted to a future meeting of the Committee in relation to updating the Committee on the position with regard to the increased number of Universal Credit claimants in the borough. She stated that there were now 28000 claimants whereas before COVID the figure was nearer 14000. In addition, there was a disparity between the number of claimants at the Barnsbury Job Centre, which was around 16000, and that at the Finsbury Park Job Centre, which was much lower
- RESOLVED:
- (a) That a report be submitted to the Committee with regard to the numbers of Universal Credit claimants in the borough, and with regard to the discrepancy between Job Centre claimants referred to above
 - (b) That an update on the Universal Credit Board be submitted with the report referred to above
- 203 **CHAIR'S REPORT (Item A5)**

204 PUBLIC QUESTIONS (Item A6)

The Chair outlined the procedure for Public questions

205 PPS SUB-COMMITTEE - DRAFT TERM OF REFERENCE ETC. (Item A7)

RESOLVED:

- (a) That the establishment of the PPS (review of oversight of HR functions) sub-committee for the period necessary to undertake the review be approved
- (b) That the terms of reference be amended to open the membership to other Members of PPS Committee
- (c) That the quorum, as outlined in the report be agreed
- (d) That the following Members be appointed until the completion of the sub-committee's work, subject to changes in the Committee membership at Annual Council on 24 September 2020 when successors may be appointed
Chairs of Scrutiny Committees – Councillors Debono, Gantly, O'Sullivan, Cutler and Poyser
Chair of Audit Committee – Councillor Wayne
Chair of Personnel Sub-Committee – Councillor Khurana
Councillors Heather, Gallagher and Hyde

206 COVID 19 UPDATE (Item C1)

Linzi Roberts-Egan, Chief Executive was present and outlined the report

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

- Noted that the risk assessment of all Council buildings had now taken place
- Noted that focus groups are being arranged with LGBTQIA employees and disabled staff to see if there is any targeted support that can be put in place following the staff survey results
- Noted that it was felt that most staff had been supported during the COVID period to date, and risk assessments had been carried out for staff at work or returning to work
- In terms of productivity of staff during the COVID crisis, discussions were take place at CMB on this, but generally it is felt that the Council has coped well with the crisis
- In response to a question it was stated that the numbers of staff self-isolating had been low, and at the lowest point of the pandemic, there were still 79% of staff available for work, and this compared well to other London Boroughs. Essential services were all maintained
- The supply of PPE was initially a challenge, however PPE was able to be allocated to services and care homes, following Public Health advice. The Council had now purchased 10000 reusable masks, which are available in the event of a second wave of the virus, together with 30000 pairs of gloves
- In response to a question as to the reasons it was felt that Islington had had a lower rate of infection/deaths than other London Boroughs, it was stated that factors could include the relatively small number of care homes in the borough, and the small number of multi-occupancy households in the borough. Particular credit should also be paid to the care staff, and the excellent partnership work with local health providers. The Chief Executive stated that the Director of Public Health was preparing a report to share with other Local Authorities on this issue
- In response to a question on the effect of COVID on small businesses, particularly in the south of the borough, who depend on footfall of office workers, many of whom had not returned to work, it was stated that many of these businesses had been

Policy and Performance Scrutiny Committee - 30 July 2020

affected badly, and some had still not reopened. Whilst discretionary grants were available to businesses, these had not been claimed in a number of cases, despite publicity in this regard. However, the situation was worse in many other North Central London boroughs

RESOLVED:

- (a) That the report be noted, and that the Chief Executive would report to the October meeting on the latest position with regard to employment and the impact on the local economy of COVID 19
- (b) That the September report update the position relating to staffing productivity, and a report be submitted in relation to Universal Credit

The Chair thanked the Linzi Roberts-Egan for attending

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FINANCIAL MONITORING/BUDGET (Item C2)

David Hodgkinson, Director of Corporate Resources, was present, and outlined the report. Councillor Satnam Gill, Executive Member Finance and Performance was also present

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

- Noted that the Council is currently estimating a budget shortfall in 2020/21 of around £62m, comprising £17m additional costs, and £45m loss of income. Whilst there had been some additional Government funding this fell short of the Government's promise to 'do whatever it takes' to protect services for residents. At present the situation is still unclear, although further funding has been promised, which would reduce the deficit to £11.5 m, however further information is required from the Government. Any residual shortfall not funded by Government would significantly weaken the Council's balance sheet, and reserves, which would then need to be replenished in future financial years
- Noted that if it COVID had not happened, General Fund budget would have been on course to deliver an in-year General Fund underspend
- The forecast for the ring-fenced HRA is a deficit of £5.490m, which relates to COVID pressures
- Departments have been requested to look at in year budgets to assess potential savings
- The COVID crisis is also expected to lead to significant slippage of the 2020/21 capital programme into future financial years
- The view was expressed that pressure should be put on the Government to fund the shortfall of £11.5m, as COVID was not of the Council's making, and that the Council were responding to Government guidelines during the pandemic
- In response to a question, it was stated that it is hoped that some income collection will now take place as Leisure Centres start to reopen, and there is more parking income collected. Council Tax collection is also at present better than originally forecast at the start of the pandemic. However, a second wave of the virus is possible, and the Council must adopt a prudent position, and plan for such eventualities

The Chair thanked Councillor Gill and David Hodgkinson for attending

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SCRUTINY TOPIC 2020/21 - DISCUSSION OF TOPIC/REVIEW COMMITTEES TOPICS - VERBAL (Item C3)

Councillor Heather outlined his proposal for a future Scrutiny topic for 2020/21

During discussion the following main points were made –

- A Member expressed the view that there is a need to look at how effective the current performance of the Council is before a review is undertaken. She added that she was unsure whether this should be a priority focus area for PPS at this time, given the situation of COVID, and the pressures on staff. It was stated that private sector performance is often no better than Local Government, and whilst there is always scope to improve, she was unsure this topic should be undertaken at the present time
- The view was expressed that given that the new membership of the Committee would be appointed at Council in September, consideration of this topic should be deferred, and a decision taken by the new Committee on scrutiny topics at the October meeting

RESOLVED:

That consideration of the scrutiny topic be deferred until the October meeting of the Committee, when the new membership of PPS has been appointed

The Chair thanked Councillor Heather for his presentation of the report

209 MONITORING REPORT/WORK PROGRAMME 2020/21 (Item)

RESOLVED:

- (a) That the report be noted subject to the following amendments -

17 September 2020 – the addition of an item on Universal Credit and Universal Credit Board feedback, and Staffing productivity and the deletion of the item on Scrutiny Review topic

22 October 2020 – the addition of an item Scrutiny Review 2020/21 topic discussion/approval and inclusion of a report on impact on local economy of COVID 19

- (b) That once the new membership of the Committee is appointed by Council in September, a meeting of the new membership of the Committee take place with a view to discussing, and determining, a list of topics for scrutiny review in 2020/21

The meeting ended at 8.55 p.m.

CHAIR



London Borough of Islington
Policy and Performance Scrutiny

17th September 2020

Tim McMahon - Head of Water Asset Management

Simon Moore – Water System Planning Manager (London)

Aims and objectives

Reminder of what we said previously

The challenges of our next five-year business plan

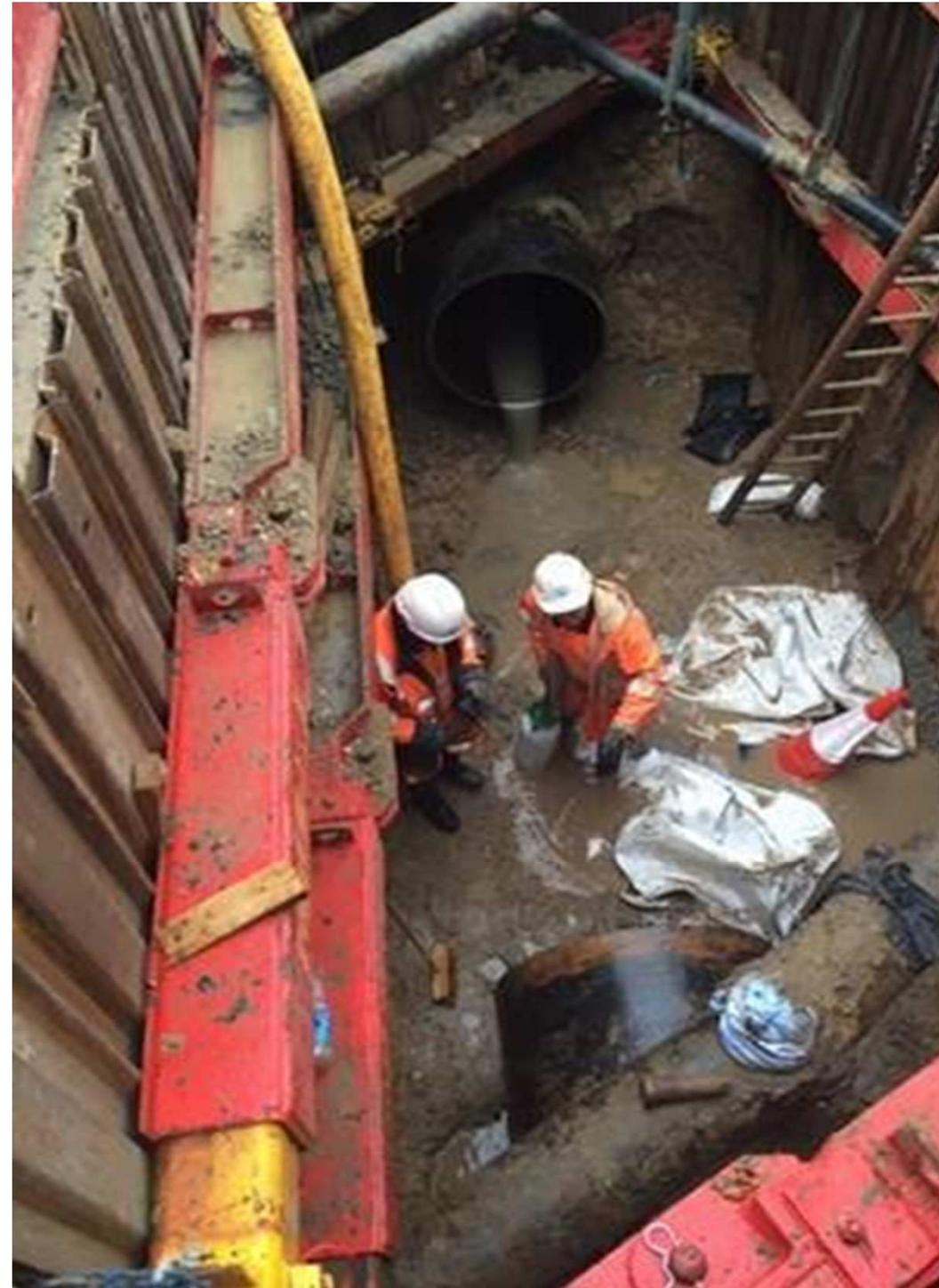
Show the key issues facing Islington

Our future investment plans for Islington

Seven Sisters Road project

Next steps

Pages



Reminder of What we Said at our Last Meeting

- We operate 339km of distribution mains and 66km of trunk mains in Islington
- We have replaced over a **third of Islington's water network since 2000**
- Contributed to a **two thirds reduction in burst rates** in the borough since 2008
- We have learnt a lot from Upper Street bursts in 2016
 - New for Old insurance policy
 - 24/7 New customer incident mgt response team – Who support the customer in the aftermath of an event
 - A clear document for customers on the aftermath of the event
 - Delivered the trunk main strategy review actions – Improvement activities in our capability for managing large pipes
- Following the failure of a 125 year old 36" main at Queens Drive last year, we have:
 - Provided compensation to all flooded residents
 - Implemented a new incident structure with much improved communications
 - Undertaken enhanced surveys of the local trunk main network
 - Committed to relining 1.3km of the worst condition pipework in Seven Sisters Road and Queens Drive

Our 2020-25 investment plans

- Our current 5 year regulatory period (AMP7) runs from 2020-25
- Customer bills **will reduce by £23 on average**
- Our regulatory **Final Determination for AMP7 is a very challenging plan** e.g. 33% less capital funding for improving key targets e.g. Leakage which is 3 times harder than 2015-20
- It is likely that **considerable further investment** from our board (shareholders) will be required in order to meet key commitments
- This is on top of ~£700M of extra investment over the last 3 years with ~50% on the Water infrastructure
- As a result, **final agreement of our business plan is expected at the end of September**

Our 2020-25 investment plans

We have committed to the most stretching set of targets for water supply in our history, including:

- 20% leakage reduction from our network
- 70% reduction in interruptions to our customers' supplies

...which we will achieve through business changes and targeted investment across London and the Thames Valley including:



- The intelligent operation of our existing assets
- Targeted investment to replace our worst performing pipes
- Reducing damaging pressure waves which can 'shock' our network
- Installing over 400,000 new smart meters for our customers
- Improvements to the resilience of our treatment and storage capabilities

Water network investment planning in Islington

Islington has one of the highest rates of mains replacement of any borough we serve (34% replaced since 2000)

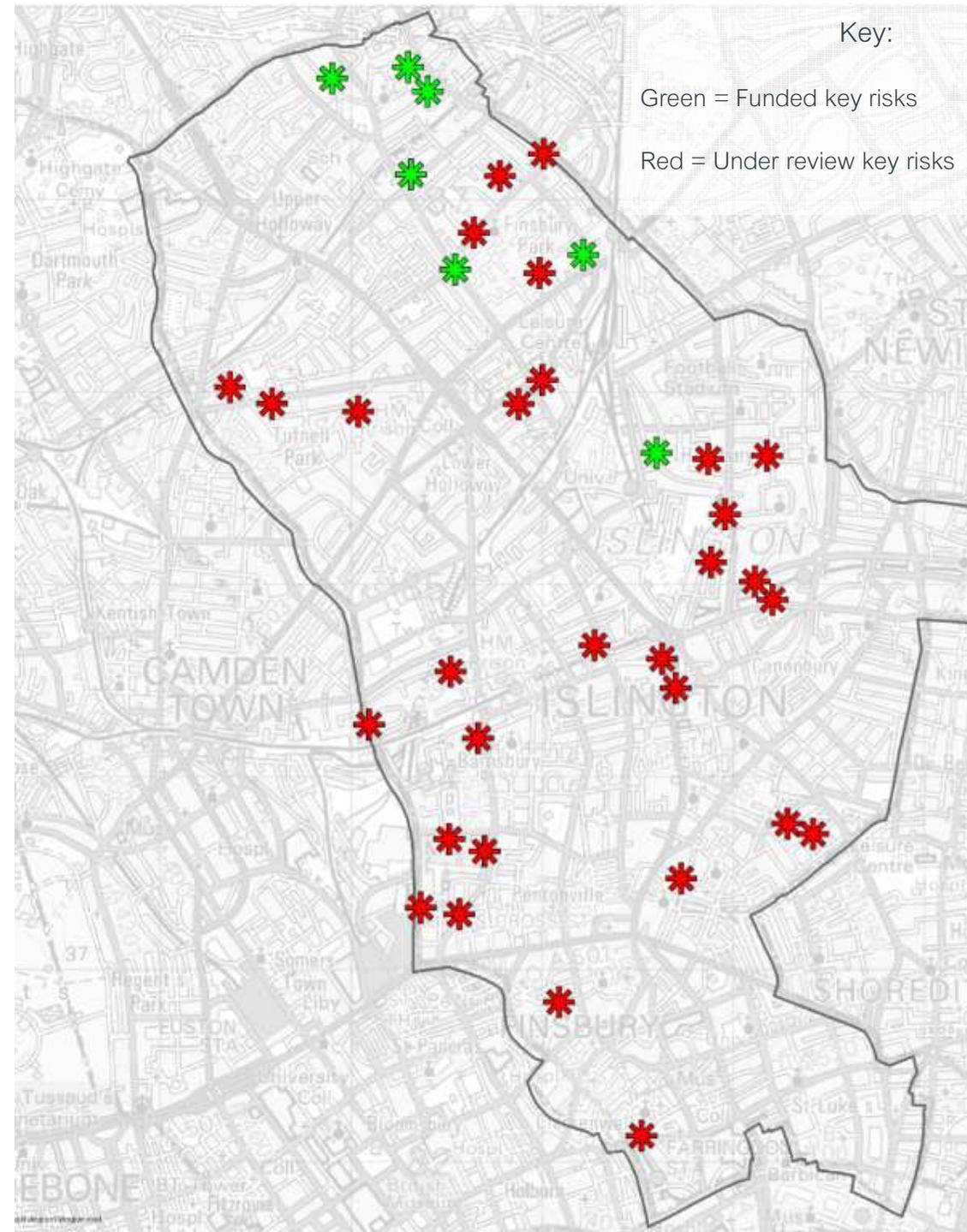
We have installed nearly 4,000 smart meters since 2015 in Islington and will be focusing on ~600 more complex locations and local authority housing in AMP7

We repair an average of 226 mains bursts per year alongside 234 bursts on the 'communication pipes' to customers' properties and 53 repairs to customers' own pipework

We are aware of a number of burst hotspots in the borough which require mains replacement to resolve

We have briefed 7 schemes for mains replacement in AMP7 totalling 7.6km

A further 30 schemes totalling circa 24km (Includes the red risks) are under review – Dependent on OFWAT approval through the London Network conditional allowance



Seven Sisters and Queen's Drive trunk rehabilitation scheme

We are re-lining two sections of Victorian cast-iron pipes

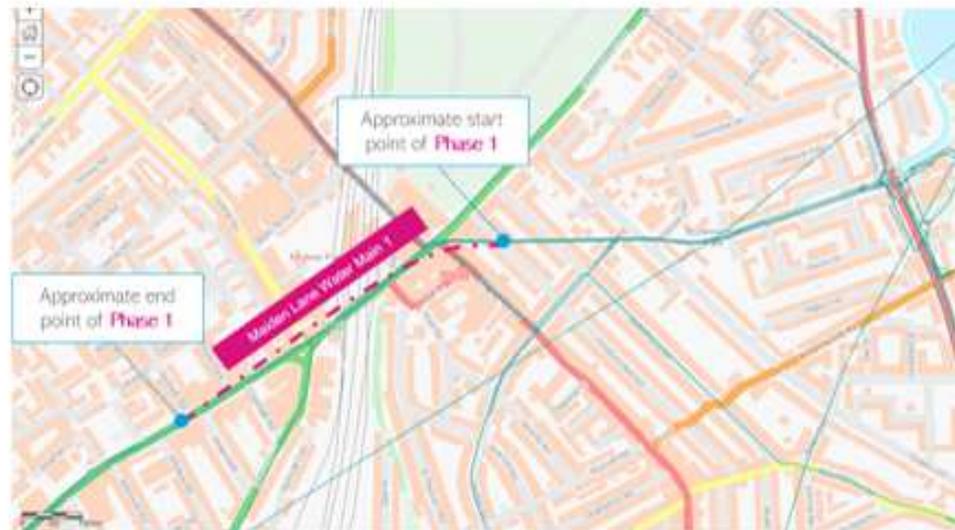
Work will increase resilience of two major pipes, including the one which burst on Queen's Drive, by cutting leakage and reducing the chances of future incidents

The scheme is set to cost almost £7m and is due to start in October, lasting until Summer 2021

The work has been designed in partnership with Islington and Hackney borough councils, to keep disruption to a minimum

Councillors and residents have been invited to online engagement sessions to keep them informed of the work

Where we'll be working



The area of pipe we're relining in phase 1 in Islington with site locations



The area of pipe we're relining in phase 2 in Hackney

Next steps

£7m programme at Severn Sisters Rd and Queens Drive to commence October 2020

We are confirming our additional mains replacement programme with our delivery partners (expected early 2021)

The scale of our AMP7 programme is to be confirmed by the Thames Water Board at the end of September

We are working with OFWAT on a further package of work for investment specifically in London's water infrastructure (April 2021)

We will continue to work with the regulator to build the case for a substantial programme of investment in the next regulatory period (2025-30)



Thank you

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Report of the Chief Executive

Meeting of:	Date:	Ward(s):
Policy and Performance Scrutiny Committee	17 September	All
Delete as appropriate	Exempt	Non-exempt

SUBJECT: Chief Executive's update on Covid-19 response: support to staff and managers

1.	Synopsis
1.1	The Committee has requested an update on the support for staff during the Covid-19 pandemic with a particular focus on performance management arrangements, support around wellbeing and managerial expectations for managing a remote workforce.
1.2	The report also provides a summary of the lessons learned exercise, carried out to ensure preparedness for the possibility of a second surge of Covid-19 in Islington.
2.	Recommendations
2.1	To consider the update from the Chief Executive and note the report.
3.	Background - Workforce overview
3.1	Workforce updates are provided weekly as part of the Covid-19 situation reporting program, so we are able to provide a very accurate picture of the percentage of staff working on site, those unable to work (due to sickness or annual leave) and those working from home.
3.2	From 2 April - 25 August, on average up to 60% staff council staff were working from home. Currently (since 1 September), 48% staff continue to work from home.

3.3	The percentage of staff reported as unable to work reached a high point of 23% on 3 April and 7 April, but decreased subsequently, reaching a low point of 11.5% on 5 May and 3 June. Over the month of August, the percentage of staff reported as unable to work has increased, likely due to annual leave schedules, reaching a high point of 18% on 25 August.
3.4	As of 8 September - the latest data available - the proportion of staff unable to work stands at 12.0%.
3.5	On average, 78% of critical services reported as 'performing as normal' April and 1 September, this has increased to 84% since 1 September.
3.6	The impact on non-critical services has remained similar throughout the period between 1 April and 1 September, with an average of 56% of services reporting performing as normal (1) and 32% of services reporting performing at a reduce service (2) between 2 April and 1 September.
3.7	For those staff whose services were not open due to government restrictions, for example, Islington Assembly Hall, the HR Deployment Team manage a pool of staff who had not been deployed within the Covid response of their own service area, and were designated available for deployment council-wide. They established an Islington model, which provided full support for redeployment, from matching a request for staff, and their onboarding, to their return to their substantive post at the end of the deployment. In total, 14 requests were received and 50+ staff redeployed.
3.8	According to the most recently reported figures on 1 September, 231 members of staff have been tested for Covid-19 over the period.
4.	Enabling a remote workforce
4.1	In mid-August, it was agreed that the working at home arrangements were to be extended until the end of December 2020. Staff who can work from home were advised to continue to do so unless an earlier return date had been agreed by the Resilience Strategic Group. This will enable buildings to operate under the government social distancing restriction guidelines with buildings needing to be at or below 45% capacity to ensure we can effectively protect each other.
4.2	The rapid move to digital and home working was facilitated by the council's Digital Services department at the beginning of the pandemic, with the organisation dramatically changing the way it delivered services with minimal disruption to residents where possible.
4.3	Digital Services (DS) have continued to focus on providing the workforce with the tools and technology to work remotely over a sustained period of time. The pre-planned migration to Office 365 was completed at the end of 2019, enabling staff to adopt more efficient and productive ways of working even before the pandemic hit.

	DS are able to monitor the log-in and log-off times to the council network upon request from managers. Emails can also be monitored for the numbers received and responded to over any period of time.
4.4	<p>Remote working has enabled back office services to maintain delivery standards, with, for example, Contact Islington delivering at the same level as pre-pandemic. The processing of revenue and benefits have continued to be managed remotely and all business support grants processed in a timely manner.</p> <p>The productivity of staff who work within the Customer Operations service are monitored by a Real Time Manager (RTM) that monitors staff via the council's telephony platform and Workforce Management IT system.</p> <p>The RTM observes activity all day and can allocate more staff to call types if there is a spike or fluctuation to meet demand. Managers receive regular reports throughout the day on number of staff in and then on activity outcomes.</p>
4.5	<p>The Corporate Performance Indicator set shows no evidence of loss of productivity – however, it must be noted that some key indicators have shown a decline because that particular service or function was not able to be delivered during the height of the pandemic, for example, home visits of children by social worker or choice based lettings in housing.</p> <p>These and other examples cannot be attributed to productivity loss as these staff will of either carried out the function differently or be used to support to deliver a different function.</p>
5.	Communicating with staff
5.1	Video conferencing tools - such as Microsoft Teams and Zoom - have been invaluable in keeping staff and managers connected and in touch whilst not physically being based in the same location.
5.2	As well as the tools themselves, the council has supported staff through its communication channels, both as a means to upskill staff at pace and to ensure staff felt connected and supported while unable to be together. The council's intranet has sections dedicated to supporting staff who are working remotely and need practical support, as well as a Wellbeing Hub to support staff through this challenging period. The council's staff Yammer site saw a significant increase in use and it has been an important way for people to stay in touch and communicate in an informal way.
5.3	The 'How are You?' survey has been sent to all staff to temperature check on how they are coping, what might be required for additional support, resilience and managing stress. The surveys began in April and ran until July, providing an important snapshot of how staff were coping with the new ways of working. The survey was paused in August, and will resume in September with the updated findings to be presented to the Committee in October.

5.4	All managers and staff continue to receive regular bulletins providing them with updates on government and public health guidance. The frequency to be upscaled should urgent information need to be cascaded to the organisation.
6.	'Be Islington'
6.1	<p>The council's new employer brand - Be Islington – which reaffirms our commitment to fairness and makes clear the behaviour we expect our staff to bring to life everyday was launched in July.</p> <p>Throughout September, we will be running a series of focus groups for staff to shape the conversation in building an organisation where employees feel valued, inspired and empowered to achieve this goal and provide the best services possible to our residents.</p>
7.	Expectation of managers'
7.1	Since the start of the pandemic, the vast majority of our staff have responded to the challenge, shown commitment and driven change at a scale that would previously have been unimaginable.
7.2	We want to harness this energy, enthusiasm and flexibility over the longer term and through 'Be Islington' are asking everyone who works for the council to work in a way that is Collaborative, Empowering, Resourceful, Ambitious and underpinned by fairness.
7.3	We are determined to embed those behaviors through everything we do, from recruitment and induction, through to appraisals and staff progression.
7.4	The shift to home working has also meant a significant change in the way managers' support and lead teams remotely. A large number of HR policies and checklists have been updated and re-framed to help managers lead and motivate staff and maintain performance during these unprecedented times.
7.5	To build on this positive work and start to bring about a long-term shift in culture, in early July the Chief Executive held a number of virtual managers conferences, setting out expectations of how managers and staff should work in a Post Covid-19 context. These were attended by over 600 managers.
7.6	Managers were asked to enable top performers to excel, to address poor performance, and to effectively support those who fall between the two. Whilst so many staff are working remotely, managers have been asked to ensure they arranged Quality Conversations regularly (every 4-6 weeks as a guide) and to check in even more frequently on their team and that objectives are set and reviewed regularly.
7.7	The Chief Executive set out the relationship between managers and direct reports around expectations and consequences related to not meeting expectations as well as ensuring that everything managers do in the day-to-day support of their teams by putting equality at the heart of everything they do.
8.	Staff Wellbeing

8.1	Through our internal communications channels and our staff intranet, we have provided (and continue to provide), comprehensive advice for staff and managers to enable them to work safely whether on site or at home – this includes everything from the use of PPE, through to social distancing in the workplace and what staff should do if they develop symptoms.
8.2	Our Wellbeing Hub was launched online in April, providing information, advice and signposting for staff. This was supported by a communications plan focusing on a different wellbeing theme for each week. We have been running a regular well-being staff surveys to hear from staff first hand and understand their concerns. This has provided some valuable insight into how staff may be feeling differently depending on their role, their current working arrangements or their protected characteristics and has enabled us to tailor and target communications where it was most needed.
8.3	In addition, managers were asked to ensure direct reports to book annual leave in order to protect and preserve the resilience of the origination and its workforce.
8.4	Staff were given an extra day of leave on their birthday as a thank you and in recognition of their support and commitment throughout the crisis.
8.5	Some services had to manage “extensive exposure” to the most severe outcomes from the pandemic, for example, the registry services team. Staff were provided with facilitated drop-ins, led by an external consultant to manage any issues encountered whilst at work enabled a regular check-in point for staff as well as an opportunity to discuss concerns individually with the facilitator. This provided an additional safety net to identify individuals requiring additional support, who were then signposted to appropriate services. The facilitated support will be provided to services again if required.
9.	Challenging inequality
9.1	The shocking deaths of George Floyd and Breanna Taylor in the US, laid bare the ongoing inequality faced by Black and minority ethnic people and brought about an enormous depth of feeling in our staff.
9.2	The newly established ‘Challenging Inequality Programme’ sets out an ambitious plan of work to improve race equality, including support for Black and minority ethnic people and other disadvantaged groups through this time.
9.3	In collaboration with staff, the council has made a number of key commitments which have been communicated to staff: This means we will: <ul style="list-style-type: none"> • make our recruitment and selection process more transparent, and monitor the recruitment campaigns to ensure that a fair process is followed. We’ll ensure that every recruitment panel is diverse • have an internal first approach to job vacancies to ensure that staff have more opportunities for progression • develop a leadership programme for our Black and Ethnic Minority staff

	<ul style="list-style-type: none"> • launch a reciprocal mentoring programme, modeled on a similar programme in the NHS • ensure every senior manager takes part in training around inclusive and 'culturally competent' leadership. • review our equalities training for staff to ensure it is fit for purpose • work with schools to ensure the school curriculum highlights issues of racism, inequality and injustice and is honest about the role of Britain in history. • ensure our Covid-19 recovery plans focus on supporting Black and ethnic minority communities and other disadvantaged groups. • continue the dialogue through our Race Equality Network internally and by establishing a Challenging Inequality coalition externally. • build on our successful Black History Month and Windrush Day events – with a rolling programme of seminars and events to celebrate our diversity and raise the profile of issues
9.4	The programme has three workstreams; Islington as an Employer which will be led by HR, Islington as Strategic Leader which will be led by the Policy and Equality team, and Islington as a Service Provider which will set out the actions each Council Directorate is taking to tackle inequality and racism. The programme will aim to tackle inequality issues related to all disadvantage groups to create a fairer Islington for all.
9.5	It is essential that services, teams and existing arrangements to support staff and the community continue to monitor and review the impact of Covid-19 and take steps to address any equality impact or known inequalities.
10.	Preparing our buildings and workspaces
10.1	We have ensured that all our sites are Covid-safe for those staff who have to work from a council building – including clear signage, screening where needed, the zoning of desks and the availability of hand sanitizer outside every door.
10.2	Individual risk assessments have been introduced in order to support staff who are returning to work which signpost them to guidance on travel options including our new cycle to work and parking options.
10.3	The longer term planning to enable more staff to return safely, albeit at a reduced capacity, are underway. To meet Covid-safe guidance, capacity in our offices will be limited to under 45% while social distancing measures remain in place. Officers are looking at ways we can make sure the capacity we do have is used in the most appropriate way, supporting more teams to work together for some of the time and there will be further engagement with management teams over the course of the next few weeks to work through how a larger scale return can be managed safely given the restrictions with office space and layouts.
11.	Preparing for a possible second surge of Covid-19
11.1	To ensure preparedness for the possibility of a second surge of COVID-19 in Islington, the council has undertaken a series of lessons-learned reflective exercises. This activity identified opportunities to improve our response and prepare our services and workforce to ensure we are able to respond as quickly and effectively as possible in response to any future surges of COVID-19.

11.2	In July, the Resilience Leads Group took time to reflect on our reactive response to Covid 19 pandemic. The group went through a timeline of activity and key decisions that were made both nationally and locally.
11.3	When the Borough Emergency Control Centre first took over management of PPE for care homes, care providers and all council services, the stock levels were sufficient to last a matter of days up to 2 or 3 weeks; as part of the contingency planning for a second surge, there are now 6 month's supply of all PPE items which will ensure a supply can be maintained throughout the remainder of 2020 including the occurrence of another surge.
11.4	Below are the key themes captured from the lessons learnt exercise to enable us to identify opportunities to do things better and to prepare the workforce and residents should a developing situation arise:
a)	<p>Keeping people safe</p> <ul style="list-style-type: none"> • Early consideration of a proportionate response which is appropriately resourced and with a focus on individual groups most at risk. • Timely testing for essential workers • Prioritising safety in care homes including discharge from hospital • Supporting mobilisation of community response including mutual aid
b)	<p>Business Continuity Principles</p> <ul style="list-style-type: none"> • Current Business Continuity Principals did not cover the pandemic on this scale. However, when considering the services all remained open, the group felt maintaining the service was achieved by following the BCP's and so were effective. • Reactive BCPs meant that we were able to prepare and quickly respond to setting up new essential services such as We Are Islington • Speedy mobilisation of the Public Health emergency response group • Maintaining a redeployment pool which is available to drawn on as required • Speed in which we have been able to make decisions and develop responses
c)	<p>Digital</p> <ul style="list-style-type: none"> • Digital / IT – rolled out quickly for staff • Digital offer for residents • But recognise that the new reliance on digital could also make us vulnerable
11.5	In addition, a number of desktop exercises have been undertaken with Resilience Strategic Group, partners and workforce. The workshops stress tested Islington's draft Outbreak Prevention and Control Plan and associated documents to identify any gaps or areas to be improved upon. The workshop was scenario based, which tested out a potential outbreak/cluster over the course of a few days in the borough and across borders. The learning from the exercise and actions to be taken forward will be included in the next version of the Outbreak Prevention and Control Plan and associated documents.

12.	Implications
12.1	Financial Implications:
	There are no financial implications relating to this report
12.2	Legal Implications:
	There are no legal implications relating to this report
12.3	Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:
	There are no environmental implications relating to this report
12.4	Resident Impact Assessment:
	Following an initial assessment, a detailed Resident Impact Assessment has not been completed, as this report contains no proposals for decision making that directly impact on residents.
5.	Conclusion
5.1	Council staff have responded to the challenges of Covid-19, driving and adapting to change at an unprecedented pace whilst focusing on residents. Our back office teams have provided a robust response throughout the pandemic, enabling staff to work digitally. Productivity does not appear to have declined where services could continue to deliver albeit in an adapted way of working.
5.2	We now want to harness the enthusiasm, commitment and behaviour that came to the fore during the crisis over the longer term through the Be Islington approach. We know that middle managers are key to culture shift as we continue to focus on improving outcomes for residents.
5.3	To ensure we are prepared should we see repeat waves of Covid-19, we have been reflecting on the lessons learnt from the year so far, as well as scenario planning for the future. We are using this insight to inform and update our Outbreak Control Plan.

Signed by:

Linzi Roberts-Egan, Chief Executive

Date: 7 September 2020

Corporate Performance

2019/20 Annual Report

Corporate Delivery

June 2020

Performance Highlights

Our Strategic Objectives

Homes Delivering decent and genuinely affordable homes for all

- Increase the supply of choice and genuinely affordable homes
- Ensure effective management of council housing
- Prevent homelessness and support rough sleepers
- Improve housing conditions for private tenants

Jobs and money Delivering an inclusive economy, supporting people into work and helping them with the cost of living

- Reduce levels of long term unemployment and worklessness
- Help residents get the skills they need to secure a good job
- Create an inclusive economy and support local businesses
- Work with local businesses and our contractors to ensure they're fair employers
- Provide practical support to help residents cope with the cost of living

Safety Creating a safe and cohesive borough for all

- Make sure fewer young people are victims or perpetrators of crime
- Reduce levels of crime or antisocial behaviour
- Celebrate and protect our diverse and integrated communities
- Keep consumers informed and safe

Children and Young People Making Islington the best place for young people to grow up

- Always keep children and young people safe and secure and reduce the number of children growing up in poverty
- Make sure young people get the best start
- Ensure our schools are places where all young people can learn and thrive

Place and environment Making Islington a welcoming and attractive borough and creating a healthy environment for all

- Keep the streets clean and promote recycling
- Make it easier and safer for people to travel through the borough and beyond
- Make sure residents have access to high quality parks, leisure facilities and cultural opportunities
- Ensure development is well planned

Health and independence Ensuring our residents can lead healthy and independent lives

- Support people to live healthy lives
- Help residents to feel socially active and connected to their communities
- Safeguard and protect older and vulnerable residents
- Help residents to live independently

A well run council Continuing to be a well run council, making a difference despite reduced resources

- Manage our budget effectively and efficiently
- Harness digital technology for the benefit of residents and staff
- Make sure our workforce is diverse and highly motivated
- Be open and accountable

Covid-19 Impact

Covid-19 has resulted in a number of services either pausing or changing delivery approach since mid-March. In some cases, this has resulted in a significant effect on performance and data submission. Wherever possible and safe to do so, delivery has continued remotely, via telephone and virtual options. Wider services will remain under review until it is appropriate to recommence.

Homes

The most notable impact is on new builds, with properties completed towards the end of the financial year meeting challenges with property viewings. Moving into 2020/21, there has been a significant impact on most areas of the Housing department's work, particularly the delivery of New Build; increasing rent arrears and moving rough sleepers into temporary accommodation.

Jobs and Money

Due to some partner staff having been furloughed, delivery of support, recruitment and ability to secure data returns for some of the measures were impacted. School closures had an impact on number of parents able to actively pursue employment opportunities, as well as recruitment of apprentices, planned 100 hours of world of work activities and ACL provision, which were either cancelled, delayed or put on hold. Closure of libraries affected the number of visits.

Safety

As at 11 May overall crime in Islington during lockdown was 40% lower than that of the same period in 2019. This is across all main crime types with the exception of drugs offences. On the other hand, service demand on the Islington Council Anti-Social Behaviour team has increased significantly, as well as ASB calls to the police. Main issues relate to areas where people are gatherings and breaching social distancing rules across the parks and estates, whilst neighbour complaints accounted for 30%. There has been a slight increase in domestic abuse reports, but we are also seeing an increase in detections, which means positive action is being taken to protect victims and keep them safe. The Community MARAC has continued to support vulnerable victims through online multi-agency meetings.

Children and Young People

With schools and early years settings only open to vulnerable children and children of critical workers, as well as the cancellation of exams for Summer 2020, many of the education measures under the 'Children and Young People' theme will not be reportable for the 2019/2020 academic year. We have also seen a fall in the number of referrals to children's social care since the introduction of the lockdown measures, as many of the services that would make referrals are either not operating or operating differently given the current situation. This will have more of an impact on early 2020/21.

Place and Environment

The most visible impact on Q4 data has been Leisure Centre visits, with all centres closed since 20 March but usage seriously impacted for several weeks beforehand, as well as a handful of stalled EVCP installations. Going forward into 20/21 there have been immediate negative impacts on 'Others' planning applications that are dependent on site visits, as well as anticipated positive impact on Council CO2 emissions from operational buildings.

Health and Independence

A number of services have either paused or changed delivery approach since mid-March, having an effect on performance and data submission. It is anticipated that services can where possible continue to deliver services remotely, via telephone and virtual support groups. Wider programmes will recommence when appropriate.

Well Run Council

There was an immediate impact in March on collection rates for council tax and business rates. It also resulted in significantly less visits to the Customer Contact Centre, moving to an emergency-only service from 24 March. We Are Islington was established as a result of Covid-19, but these calls are not part of the reporting data.

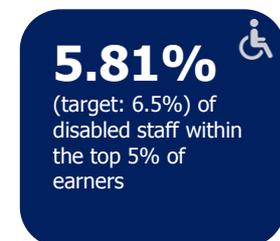
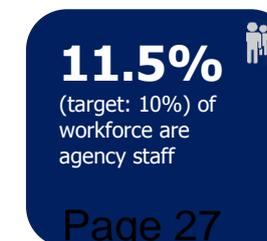
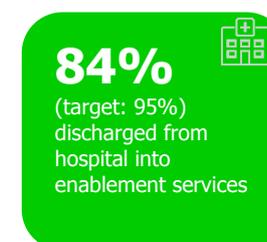
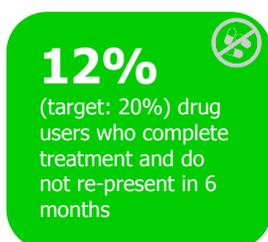
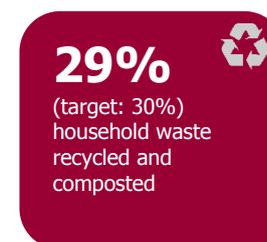
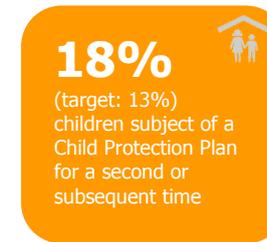
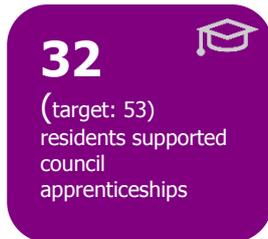
Key Achievements at Q4

*Latest data available (June 2020) but may not reflect full-year performance.



Key Challenges at Q4

*Latest data available (June 2020) but may not reflect full-year performance. Where outline is red, impact is due to Covid-19.



- Increase the supply of choice and genuinely affordable homes
- Ensure effective management of council housing
- Prevent homelessness and support rough sleepers
- Improve housing conditions for private tenants

Covid-19 Impact

The most notable impact is on new builds, with properties completed towards the end of the financial year meeting challenges with property viewings. Moving into 2020/21, there has been a significant impact on most areas of the Housing department's work, particularly the delivery of New Build; increasing rent arrears and moving rough sleepers into temporary accommodation.

Key Achievements at Q4

*Latest data available (June 2020) but may not reflect full-year performance.

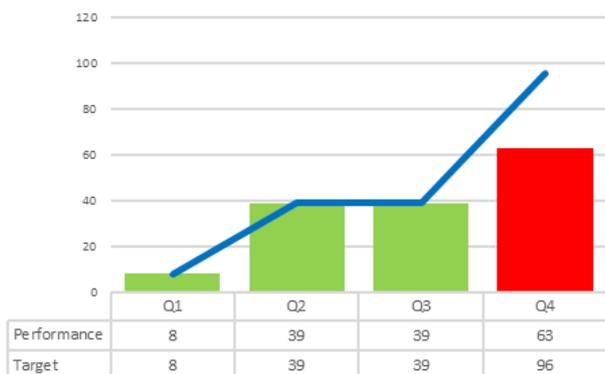


Key Challenges at Q4

*Latest data available (June 2020) but may not reflect full-year performance. Where outline is red, impact is due to Covid-19.



Number of genuinely affordable new homes (social rented or shared ownership) completed by the council



19/20 Performance	63
19/20 Target	96
Direction of Travel	▼
Comments	This is below the target as two schemes (Redbrick and Belfont) have fallen behind schedule due to delays with sub-contractors. This was alleviated to some extent by half of the Kings Square development being handed over ahead of schedule.

Number of genuinely affordable new homes (social rented or shared ownership) completed by Developers



19/20 Performance	89
19/20 Target	234
Direction of Travel	▼
Comments	Data not received for Q4 - data collection has been impacted by Covid-19.

Number of planning permissions agreed for new council housing



19/20 Performance	0
19/20 Target	3
Direction of Travel	▼
Comments	The scheme at Mersey Garages has required some redesign work and was pushed back to Q1 of 2020/21.

Total number of council homes (net growth taking into account new homes and homes sold through right to buy)



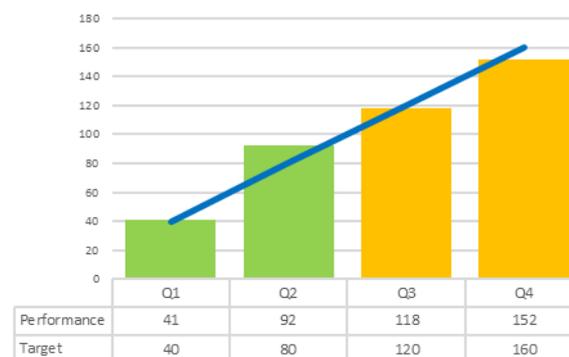
19/20 Performance	28
19/20 Target	41
Direction of Travel	▼
Comments	This is slightly below the expected position due to the scheme at Mersey Garages requiring some redesign work and being pushed back to Q1 of 2020/21.

Number of severely overcrowded households assisted to relieve their overcrowding



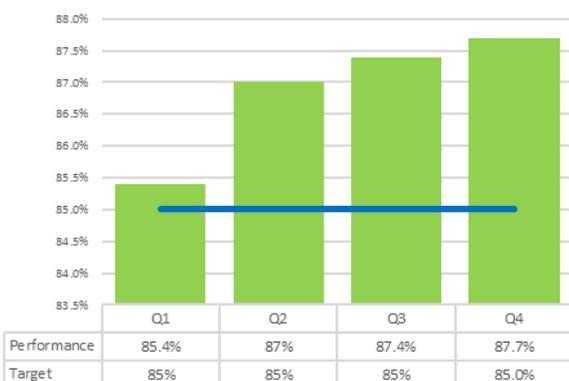
19/20 Performance	144
19/20 Target	150
Direction of Travel	▲
Comments	This is slightly below the end of year target (which was increased this year), but still surpassed last year's achievements.

Number of under-occupied households that have downsized



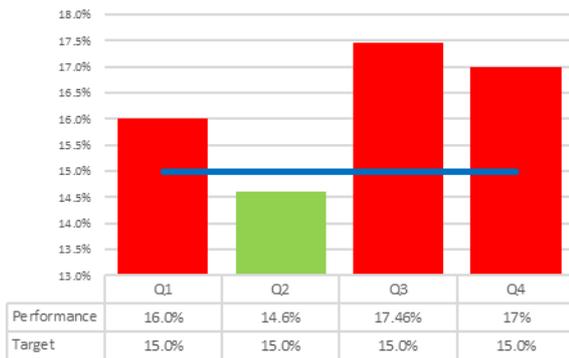
19/20 Performance	152
19/20 Target	160
Direction of Travel	▼
Comments	This is slightly below the end of year target and last year's performance, but within 5% of achieving the goal.

Percentage of LBI repairs fixed first time



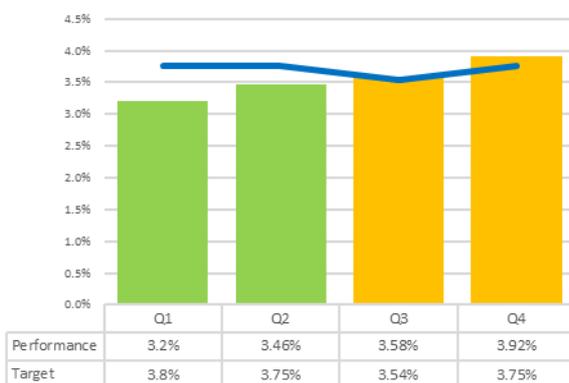
19/20 Performance	87.7%
19/20 Target	85%
Direction of Travel	▲

Major works open over three months as a % of Partners' total completed major works repairs



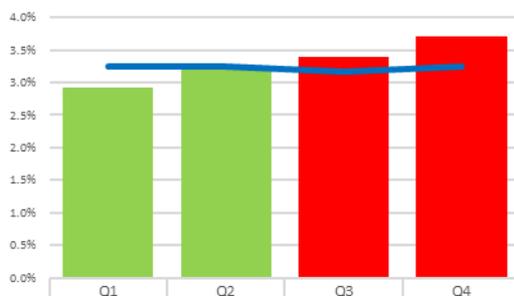
19/20 Performance	17%
19/20 Target	15%
Direction of Travel	▲
Comments	This is slightly above the target but better than the equivalent position last year. The number of jobs are quite small, making this indicator volatile, so we are only two completions away from bringing this back under the target.

Rent arrears as proportion of the rent roll- LBI



19/20 Performance	3.92%
19/20 Target	3.75%
Direction of Travel	▼
Comments	This is above last year, as expected given that arrears have increased significantly year on year due to Universal Credit and a difficult climate for residents, including cumulative welfare reform, rising costs and stagnant wages. Arrears are only just above the target.

Rent arrears as proportion of the rent roll- Partner properties



19/20 Performance	3.7%
19/20 Target	3.25%
Direction of Travel	▼
Comments	This is currently worse than last year, as might be expected, given Universal Credit's continued roll out and general economic challenges.

Number of households accepted as homeless



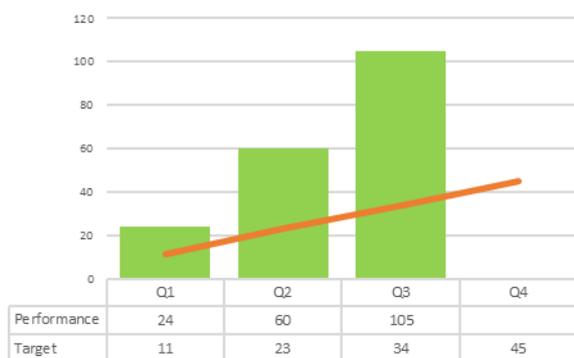
19/20 Performance	348
19/20 Target	400
Direction of Travel	▼
Comments	This is higher than the same period last year, as expected, as last year's acceptances were slowed slightly by the additional work required for the Homelessness Reduction Act.

Number of households in nightly booked temporary accommodation



19/20 Performance	316
19/20 Target	350
Direction of Travel	▲

Number of street homelessness supported into accommodation



19/20 Performance	105
19/20 Target	34
Direction of Travel	
Comments	Data not received for Q4 - CHAIN reports paused due to Coronavirus. However, the target and last year's performance had both been met by the end of Q2. Local data shows that the number of rough sleepers had fallen from 25 to 14 during the first week of lockdown (to 01/04/2020).

Jobs and money Delivering an inclusive economy, supporting people into work and helping them with the cost of living

- Reduce levels of long term unemployment and worklessness
- Help residents get the skills they need to secure a good job
- Create an inclusive economy and support local businesses
- Work with local businesses and our contractors to ensure they're fair employers
- Provide practical support to help residents cope with the cost of living

Covid-19 Impact

Due to some partner staff having been furloughed, delivery of support, recruitment and ability to secure data returns for some of the measures were impacted. School closures had an impact on number of parents able to actively pursue employment opportunities, as well as recruitment of apprentices, planned 100 hours of world of work activities and ACL provision, which were either cancelled, delayed or put on hold. Closure of libraries affected the number of visits.

Key Achievements at Q4

*Latest data available (June 2020) but may not reflect full-year performance.

1318 
 (target: 1000)
 residents supported
 into paid work

1336 
 (target: 1334)
 residents enrolled on
 an Adult &
 Community Learning
 course

3643 
 (target: 3500)
 referrals into SHINE

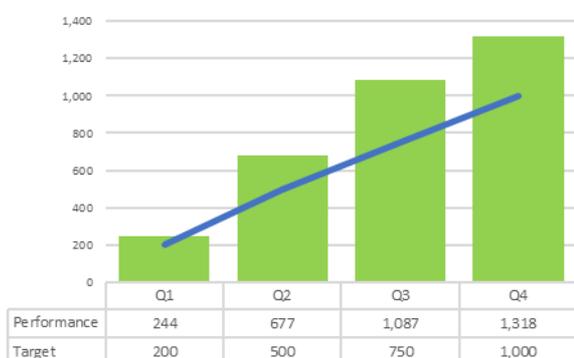
Key Challenges at Q4

*Latest data available (June 2020) but may not reflect full-year performance. Where outline is red, impact is due to Covid-19.

32 
 (target: 53)
 residents supported
 council
 apprenticeships

348 
 (target: 468)
 parents of children
 aged 0 – 18
 supported into paid
 work

309 
 (target: 600) disabled
 people / those with long
 term health conditions
 enrolled onto Adult &
 Community Learning
 course

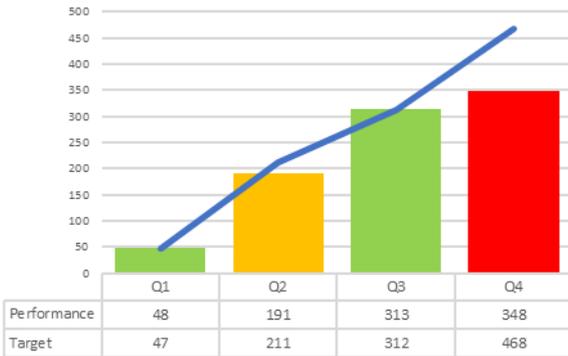


Number of Islington residents supported into paid work through Team Islington activity

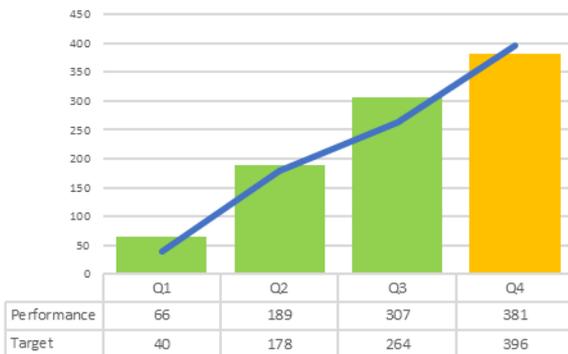
19/20 Performance	1318
19/20 Target	1000
Direction of Travel	

Of these

- Parents of children aged 0 – 18



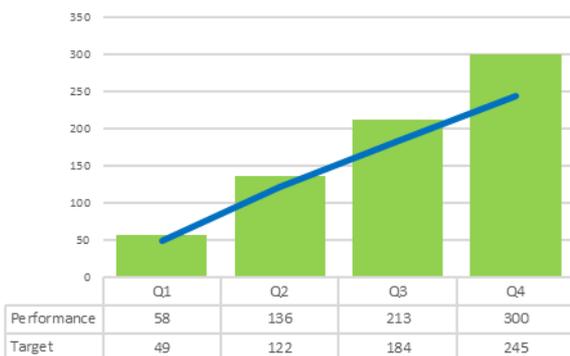
- Young people aged 18 – 25



19/20 Performance	348
19/20 Target	468
Direction of Travel	▼
Comments	The impact of interventions such as school closures due to Covid-19 resulted in a decline in the number of parents able to actively pursue employment opportunities. We have also encountered data collection issues from key partner organisations due to changes in their service delivery model and

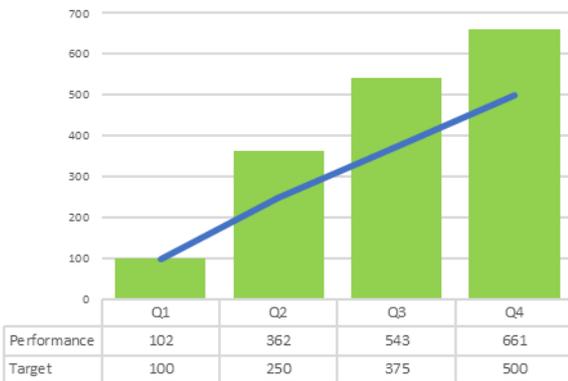
19/20 Performance	381
19/20 Target	396
Direction of Travel	▶
Comments	We were on track for this indicator in Q3, however key youth partners have been impacted by the Covid-19 situation, with staff being furloughed. This has impacted on both the delivery of support and our ability to get data returns from these partners.

- Disabled people / those with long term health conditions



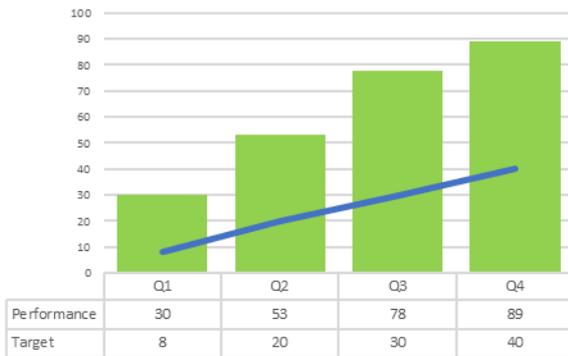
19/20 Performance	300
19/20 Target	245
Direction of Travel	▲

- BAME



19/20 Performance	661
19/20 Target	500
Direction of Travel	▲

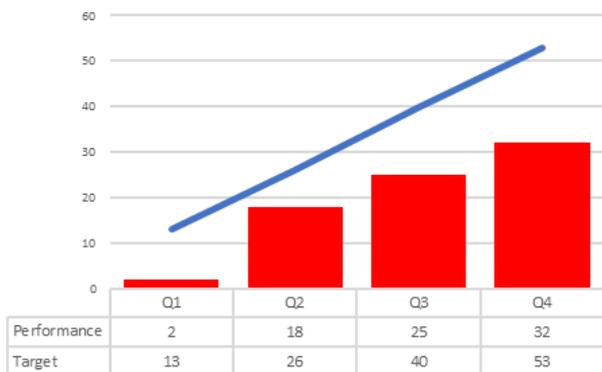
- Council contracted suppliers



19/20 Performance	89
19/20 Target	40
Direction of Travel	▲

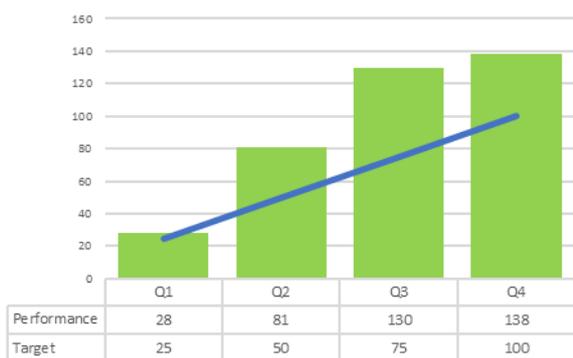
Number of Islington residents supported into council Apprenticeships (including LA maintained schools)

19/20 Performance	32
19/20 Target	53
Direction of Travel	▼
Comments	54% of apprenticeships started in 2018 are still in post and therefore have not been re-filled in 2019. Planned interventions are to be implemented to increase the creation of apprenticeships, however these results may not be fully visible until the next performance year. There has been an increase in 2019



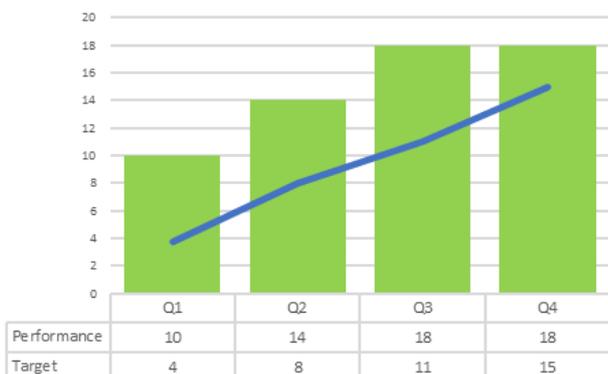
of the number of employee's upskilling and undertaking apprenticeship training which supports the council's workforce strategy as well as work towards the public sector apprenticeship target.

Number of Islington residents supported into council apprenticeships with an external employer



19/20 Performance	138
19/20 Target	100
Direction of Travel	▼
Comments	While the profiled target for the year had in fact been met in Q3, Q4 saw only a small increase which resulted in an overall decline against last year. This is due to delayed recruitment because of Covid-19, and difficulties in collecting data from some external partners who normally place people into apprenticeships, where staff have been furloughed.

Number of Islington residents gaining apprenticeships with council contracted suppliers



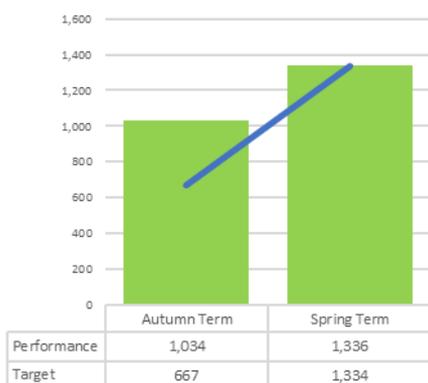
19/20 Performance	18
19/20 Target	15
Direction of Travel	▼
Comments	Six apprenticeship starts were delayed due to Covid-19 in March, which would have taken us above last year's figure.

Percentage of council apprentices who move onto further employment or training within three months of completing their apprenticeship



19/20 Performance to date	83%
19/20 Target	75%
Direction of Travel	▲

Number of Islington residents enrolled onto an Adult Learning & Community Learning course



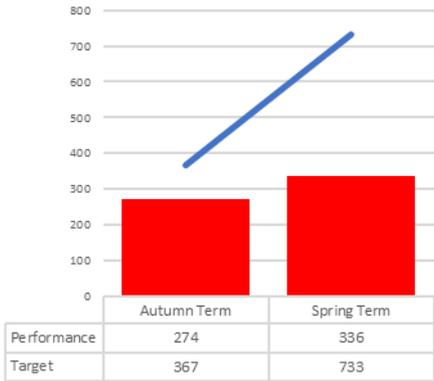
19/20 Performance to date	1336
19/20 Target	2000
Direction of Travel	▲
Comments	The Service enrolled a good number of residents onto courses during late summer and over the Autumn and Spring terms, which have given a good basis for annual learner numbers.

19/20 Performance to date	336
19/20 Target	1100
Direction of Travel	▼
Comments	A planned tranche of Family Learning provision in the Summer term has been put on hold due to COVID-19. This will likely affect the service's ability to reach target at academic year end. One Family Learning tutor has been off sick long term and has now returned to work. In addition, a new Family Learning tutor has joined the team. They are working with the Curriculum Team Leader and Manager to make digital offer. However, a strong start to the year has put the Service in good stead comparatively to last academic

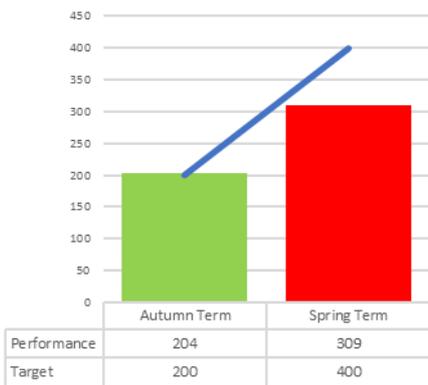
	year, so the service should see an increase in the number of learners on 18/19.
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Of these

- **Parents with children aged 0 – 18**



- **Disabled people / those with long term health conditions**

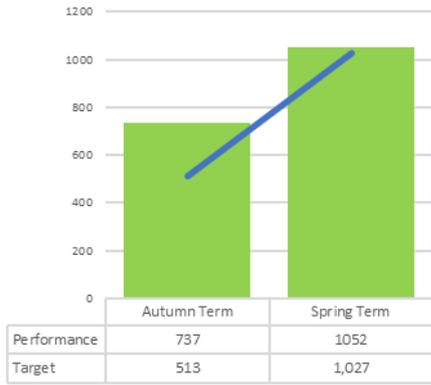


19/20 Performance to date	309
19/20 Target	600
Direction of Travel	▼
Comments	The department is on target to exceed numbers for 18/19 and should meet the target for the end of the academic year via normal avenues of recruitment.

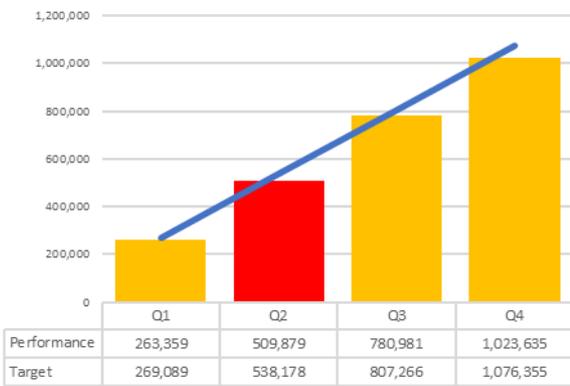
- **BAME**

19/20 Performance to date	1052
19/20 Target	1540
Direction of Travel	▲
Comments	The Service continues to engage high numbers of BAME residents

	through the curriculum offer.
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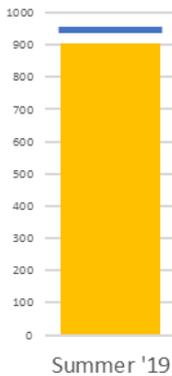


Number of library visits



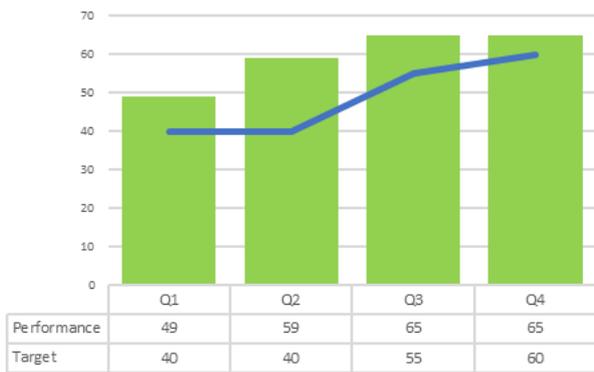
19/20 Performance	1,023,635
19/20 Target	1,076,355
Direction of Travel	▶
Comments	<p>In 2019/20 we had a number of closures which impacted on our visitor figures. Central Library was closed for 5 weeks for building works and Archway was closed for a week for building works. In addition to this all libraries closed from 19.3.20 due to COVID19. In 2019-20 we had approx. 8.5% less opening hours then in 2018/19.</p> <p>*Covid-19 impact requires interim replacement of this indicator with number of new library members since library closures*</p>

Number of children taking part in summer reading challenge



Summer '19 Performance	904
19/20 Target	945
Direction of Travel	▲
Comments	<p>904 completers is above the 2018/19 figure of 900 - but below our target. This is partly due to the closure of Central Library for building works over the summer holiday.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Number of schools engaged in 11 by 11 Cultural Enrichment Programme



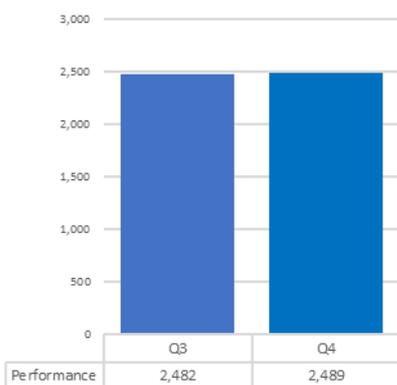
19/20 Performance	65
19/20 Target	60
Comments	Exceeded target, but no previous years by which to set target. The impact of Covid-19 on Q4 was that at least 50 activities were cancelled in March of the 318 total scheduled for Spring term. Impact in Q1 and Q2 of 2020-21 will be much more significant.

100 hours of the World of Work- number of schools engaged with the programme



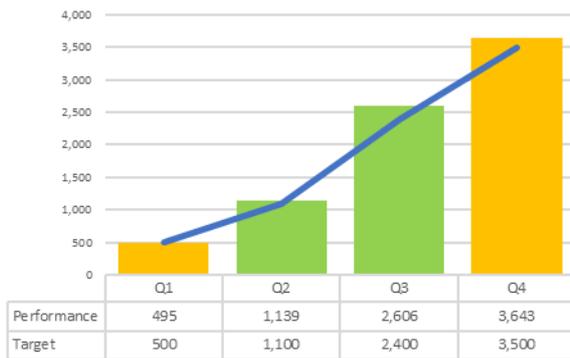
19/20 Performance	25
19/20 Target	30
Comments	<p>12 primary schools and 13 secondary schools. Target not achieved due to delayed engagement with primary schools, as a result of the launch event being delayed to Jan 2020 due to the election. We have had good take up from primary schools since this event. Furthermore, at least 13 activities planned for Q4 have been cancelled due to Covid-19, with many more cancelled that were in the planning phase with dates TBC. Impact in Q1 and Q2 of 2020-21 will be even more significant with all events for Summer term cancelled. The majority of secondary schools (13 out of 15) have engaged with the programme this year. The only two not yet engaged are The Bridge and Richard Cloudesley, both schools for students with special educational needs and we will develop a tailored offer over the coming year.</p> <p>*Covid-19 impact requires interim replacement of this indicator with online resources take-up*</p>

Number of Islington households supplied by Angelic Energy



19/20 Performance	2489
19/20 Target	2527
Comments	PI changed from total meter points to number of Islington Angelic Customers. Up from 2318 as at end Q2 but marketing completely suspended in February and March. Q1 will be affected by lack of action on Voids.

Number of referrals into SHINE (Seasonal Health Intervention Network)



19/20 Performance	3643
19/20 Target	3500
Direction of Travel	▲
Comments	<p>Achieved 19/20 target but interventions per referral dropping somewhat due to focus on Warm Home Discount.</p> <p>*Suspension recommended to enable a more outcome / intervention focused measure in 2021/22*</p>

Safety Creating a safe and cohesive borough for all

- Make sure fewer young people are victims or perpetrators of crime
- Reduce levels of crime or antisocial behaviour
- Celebrate and protect our diverse and integrated communities
- Keep consumers informed and safe

Covid-19 Impact

As at 11 May overall crime in Islington during lockdown was 40% lower than that of the same period in 2019. This is across all main crime types with the exception of drugs offences. On the other hand, service demand on the Islington Council Anti-Social Behaviour team has increased significantly, as well as ASB calls to the police. Main issues relate to areas where people are gathering and breaching social distancing rules across the parks and estates, with night time complaints accounted for 30%. There

has been a slight increase in domestic abuse reports, but we are also seeing an increase in detections, which means positive action is being taken to protect victims and keep them safe. The Community MARAC has continued to support vulnerable victims through online multi-agency meetings.

Key Achievements at Q4

*Latest data available (June 2020) but may not reflect full-year performance.

7
(target: 25)
custodial sentences
for young offenders
(under 18)

123
(target: 103)
homophobic
offences reported to
the Police

41
(target: 60) knife
crime with injury
offences

Key Challenges at Q4

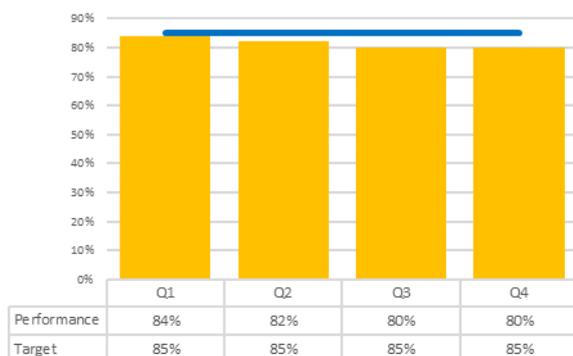
*Latest data available (June 2020) but may not reflect full-year performance. Where outline is red, impact is due to Covid-19.

282
(target: 204) serious
youth violence
offences

1683
(target: 1374)
robbery offences

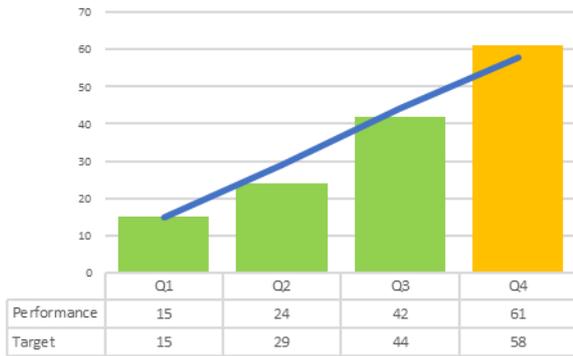
2501
(target: 2772)
domestic abuse
offences

Percentage of young people (aged 10 – 17) that are diverted away from the criminal justice system



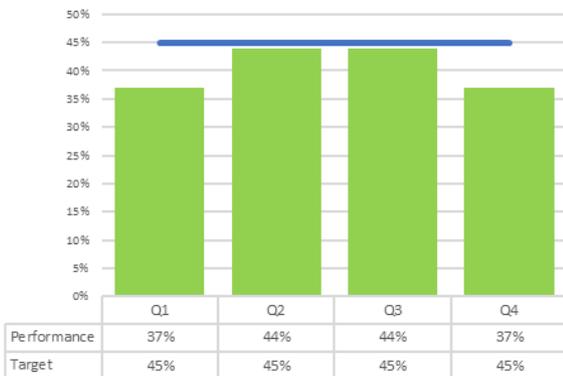
19/20 Performance	80%
19/20 Target	85%
Direction of Travel	
Comments	<p>There are low numbers of young people requiring a triage at the current time- this measure is very sensitive to change in the outcomes of just one or two young people, If only three more people had been triaged away from the youth justice system, the figure would have been on target.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Number of first time entrants onto the youth justice system



19/20 Performance	61
19/20 Target	58
Direction of Travel	▶
Comments	Performance is broadly in line with the last two years. Over the longer term there has been significant improvement in reducing the number of First Time Entrants

Percentage of repeat young offenders (under 18s)



19/20 Performance	37%
19/20 Target	45%
Direction of Travel	▲
Comments	The definition used for reoffending measures has changed in 2019/20 to enable a more complete reflection of the service's work *this indicator requires interim suspension given reoffender reduction rate*

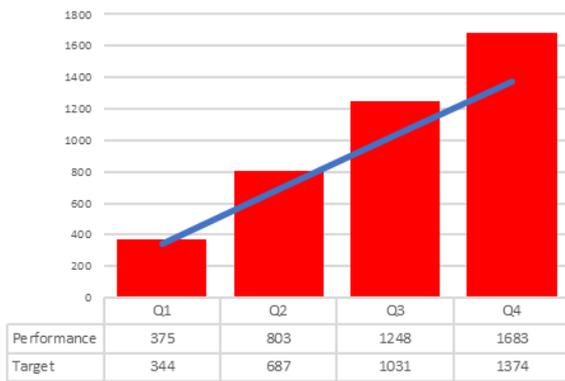
Number of custodial sentences for young offenders



19/20 Performance	7
19/20 Target	25
Direction of Travel	▲
Comments	There has been a significant reduction in the number of custodial sentences for young people in Islington this year

Number of robbery offences

19/20 Performance	1683
19/20 Target	1374
Direction of Travel	▼
Comments	This is a priority area for the Safer Islington Partnership. The Police have a proactive robbery team made up of two teams. They use robbery cars for use across Central North BCU to increase the likeliness



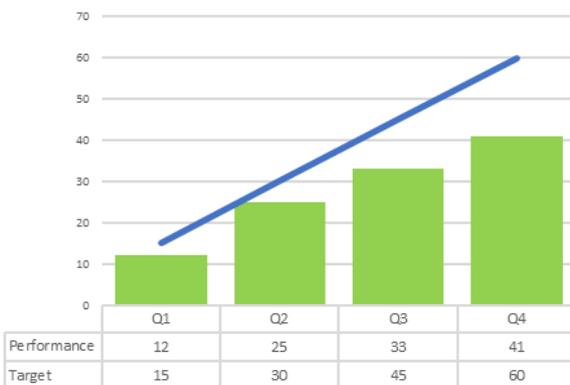
of detection. Police use a variety of tactics and work closely with Islington Council to utilise CCTV, make environmental changes to target harden hot spot locations and work in partnership with council services to offer support to offenders to help direct them away from the criminal justice system.

Number of violence with injury offences (non-DA)



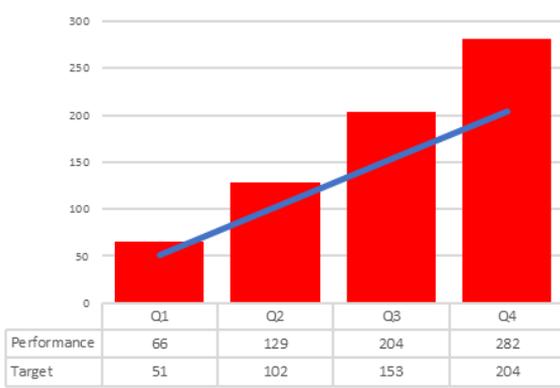
19/20 Performance	1648
19/20 Target	1711
Direction of Travel	▲
Comments	<p>Priority for Safer Islington Partnership. There will be an analytical product produced for the new financial year looking at identifying hotspots and utilising proactive police teams to target these areas.</p> <p>Continued work targeting hotspot locations (e.g.: Finsbury Park)</p> <p>Work with support for young people (though IGT / TYS / Y&C).</p>

Number of knife crime with injury offences (non-DA)



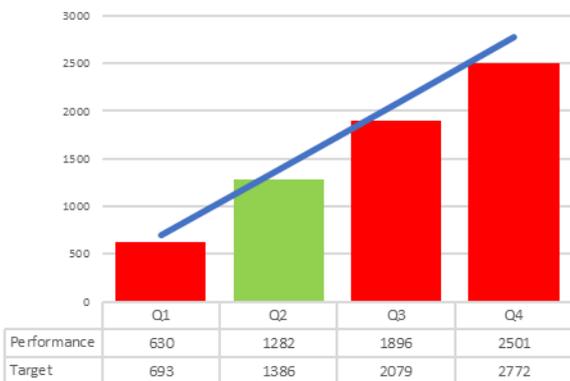
19/20 Performance	41
19/20 Target	60
Direction of Travel	▲
Comments	<p>Islington has seen reductions in knife crime with injury (non-domestic). There has been a large amount of partnership work completed in the last year through a knife crime task and finish group (which recorded a number of positive outcomes) along with ongoing work with young people through the Integrated Gangs Team, Targeted Youth Support and Youth Offending Teams and work with adults through a variety of services offered by the council such as Better Lives and Outreach services.</p>

Number of serious youth violence offences



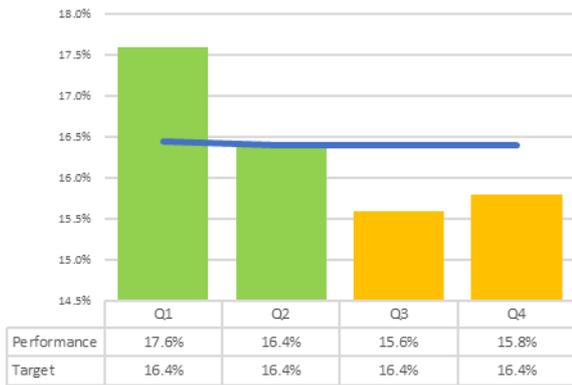
19/20 Performance	282
19/20 Target	204
Direction of Travel	▼
Comments	<p>There has been a vast amount of partnership work completed to help tackle youth violence along with ongoing work with young people through the Integrated Gangs Team, Targeted Youth Support and Youth Offending Teams.</p> <p>Examples of some of the work and projects that have been undertaken during 2019/20 includes:</p> <ul style="list-style-type: none"> - Supporting Families Against Youth Crime project: transition to secondary school support summer activities; 5 community-led projects funded <ul style="list-style-type: none"> - Parent House and Ben Kinsella Trust Parents Champion project - Bespoke trauma-informed practice training for 60 local practitioners on Caledonian Rd and Finsbury Park in autumn 2019 - Disproportionality project: training for staff and workshops with parents has commenced for relevant Islington and Haringey staff <ul style="list-style-type: none"> - IGT research report launched Oct '19 - Islington receiving 2-year MOPAC Violence Reduction Unit funding to extend Transition project and trauma-informed training, as well as funding knife bins and community strengthening conference - Knife Harm prevention video produced by YOS and Love and Loss group to use as part of YOS interventions - Review of the Working Together for a Safer Islington prevention plan has commenced - new youth safety strategy to be launched Jul '20 - Bingfield Park redevelopment: young people's project group is continuing to develop memorial garden - Partnership work co-ordinated by the community safety team to look at prolific groups of offenders and ensure support is offered along with appropriate levels of enforcement

Number of domestic abuse offences

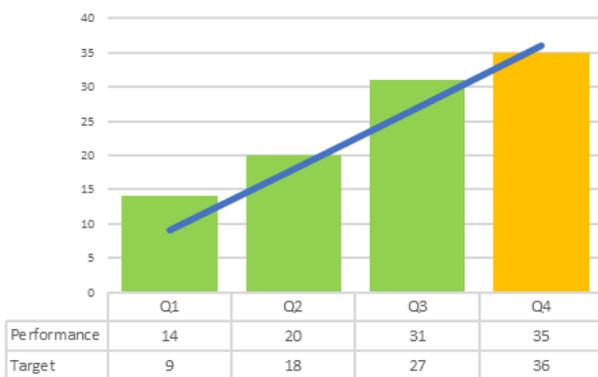


Percentage of domestic abuse sanction detections

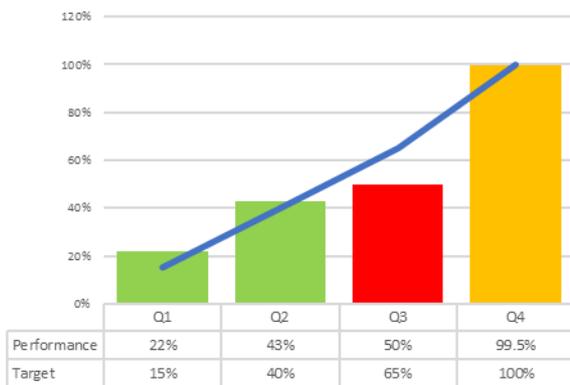
19/20 Performance	15.8%
19/20 Target	16.4%
Direction of Travel	▲
Comments	<p>The Safer Islington Partnership aims to raise awareness of all VAWG, with the aim of increasing reporting from hard to reach communities. In 2019/20 work has been done to train community and professional ambassadors. There has also been increased communication campaigns and events. This work will be enhanced in the coming year through the successful award of a grant to support all VAWG work.</p>
Comments	Whilst Islington is currently under



Number of high risk victims successfully exiting the Community Risk MARAC



Percentage of food inspection programme completed



Number of age-restricted sales checks for knives, alcohol, fireworks and tobacco



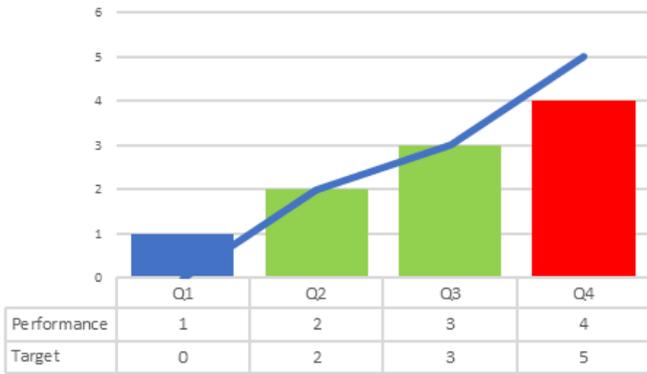
target, domestic abuse sanction detections is being reviewed at the VAWG strategic group. The MPS have seen similar challenges across London, however Islington has recorded an increase overall in 2019/20 compared to the previous financial year and is performing better than London as a whole. The CN Safeguarding Team is leading on looking at ways in which the BCU can improve performance and increase detections and create better outcomes for survivors of domestic abuse. Examples include DIP Sampling, where investigations are reviewed by partners and learning is implemented and

19/20 Performance	35
19/20 Target	36
Direction of Travel	
Comments	There were 35 high risk victims successfully exiting the Community Risk MARAC in 2019/20. Overall positive outcomes included where partner organisations agree to provide a joined-up support plan or where there have been reduced safeguarding concerns. During the meetings there were 380 actions completed by those attending.

19/20 Performance	99.5%
19/20 Target	100%
Direction of Travel	
Comments	End of year was better than initially anticipated as closure of premises resulted in an increased achievement based on statutory definition *Significant Covid-19 impact requires interim suspension of this indicator*

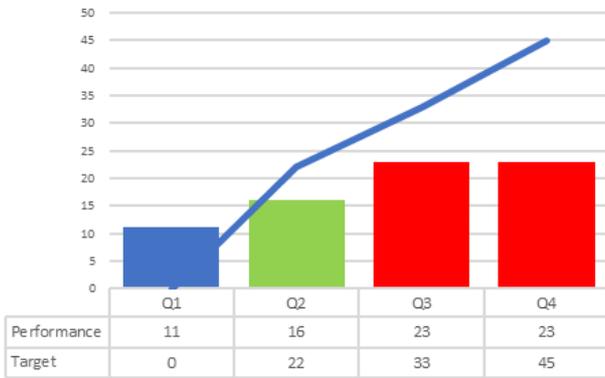
19/20 Performance	10
19/20 Target	9
Direction of Travel	
Comments	Compares to 11 last year. *Significant Covid-19 impact requires interim suspension of this indicator*

Number of joint Trading Standards and Licenced training events delivered to businesses identified as having training needs



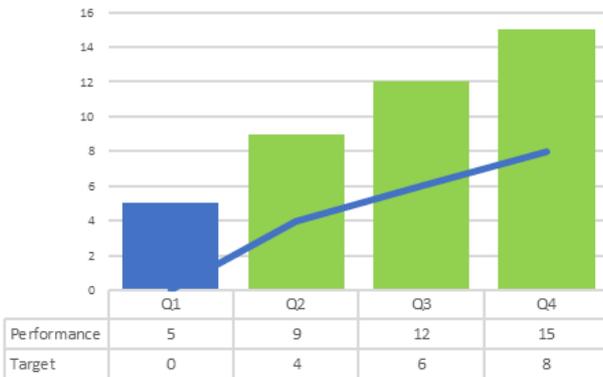
19/20 Performance	4
19/20 Target	5
Direction of Travel	▲
Comments	Same as last year. *Significant Covid-19 impact requires interim suspension of this indicator*

Number of licensing panels held for premises where there are concerns



19/20 Performance	23
19/20 Target	45
Direction of Travel	▼
Comments	*Indicator recommended for deletion as activity measure only*

where there are serious breaches

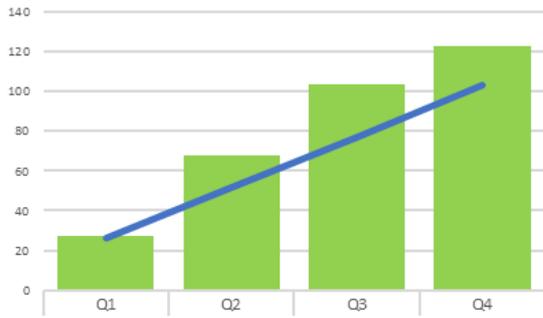


Number of reviews for licensed premises

19/20 Performance	15
19/20 Target	8
Direction of Travel	▲
Comments	*Indicator recommended for deletion as activity measure only*

Number of Homophobic Offences reported to Police

19/20 Performance	123
19/20 Target	103
Direction of Travel	▲
Comments	Hate Crime Awareness Week ran between 8th and 12th Oct 2019. This year there was a focus on increasing reporting. Success measured by no. of hate crime reports. There has been media campaigns raising awareness in the community along with the work of the Hate Crime Forum, which is represented by the council and police along with faith communities. There will be ongoing work in the

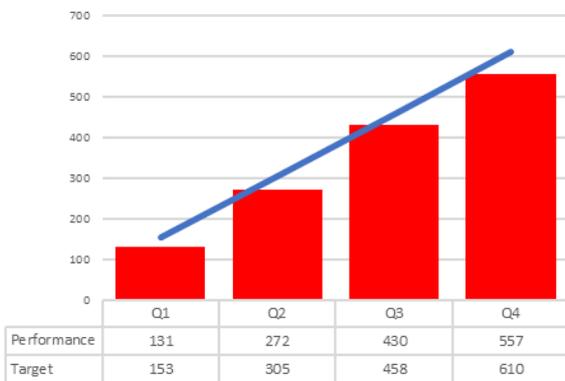


Sanction Detection Rate for Homophobic Hate Crime



19/20 Performance	12.2%
19/20 Target	6%
Direction of Travel	▲
Comments	Central North BCU Safeguarding Team is working to increase Sanction Detections. The DIP sample meeting reviews cases of Hate Crime on a Quarterly basis. This learning should also help increase positive outcomes.

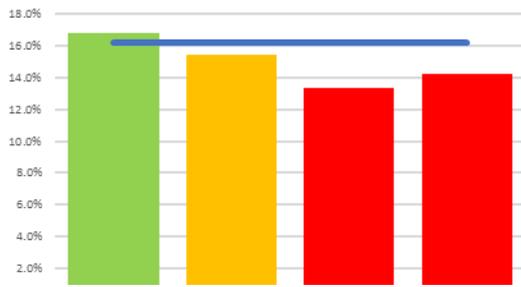
Number of Racist Offences reported to Police



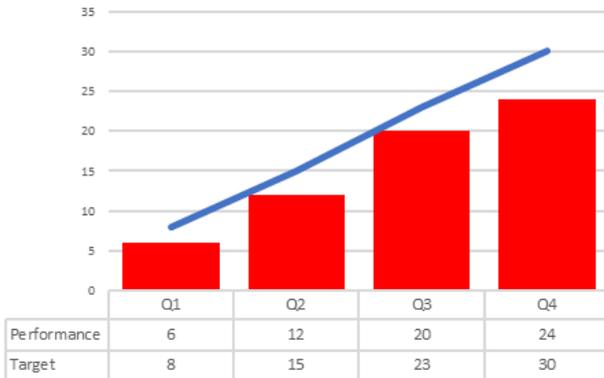
19/20 Performance	557
19/20 Target	610
Direction of Travel	▲
Comments	Hate Crime Awareness Week ran between 8th and 12th Oct 2019. This year there was a focus on increasing reporting. Success measured by no. of hate crime reports. There has been media campaigns raising awareness in the community along with the work of the Hate Crime Forum, which is represented by the council and police along with faith communities. There will be ongoing work in the coming year.

Sanction Detection Rate for Racist Hate Crime

19/20 Performance	14.2%
19/20 Target	16.2%
Direction of Travel	▼
Comments	Central North BCU Safeguarding Team is working to increase Sanction Detections. The DIP sample meeting reviews cases of Hate Crime on a Quarterly basis. This learning should also help increase positive outcomes.

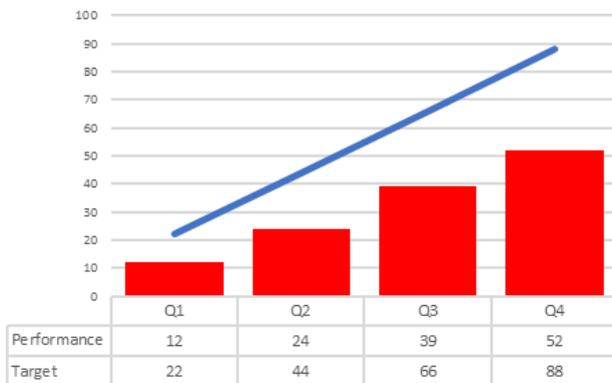


Number of Disability Hate Offences reported to Police



19/20 Performance	24
19/20 Target	30
Direction of Travel	▲
Comments	Hate Crime Awareness Week ran between 8th and 12th Oct 2019. This year there was a focus on increasing reporting. Success measured by no. of hate crime reports. There has been media campaigns raising awareness in the community along with the work of the Hate Crime Forum, which is represented by the council and police along with faith communities. There will be ongoing work in the coming year.

Number of Faith Hate Crime Offences reported to Police



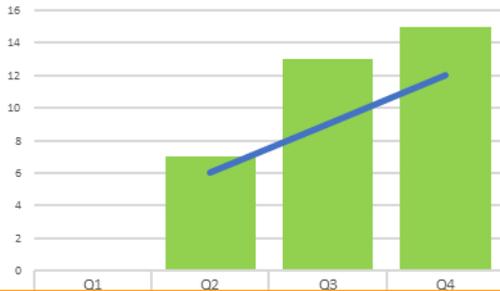
19/20 Performance	24
19/20 Target	30
Direction of Travel	▼
Comments	Hate Crime Awareness Week ran between 8th and 12th Oct 2019. This year there was a focus on increasing reporting. Success measured by no. of hate crime reports. There has been media campaigns raising awareness in the community along with the work of the Hate Crime Forum, which is represented by the council and police along with faith communities. There will be ongoing work in the coming year.

Sanction Detection Rate for Faith Hate Crime



19/20 Performance	9.6%
19/20 Target	5.1%
Direction of Travel	▲
Comments	Central North BCU Safeguarding Team is working to increase Sanction Detections. The DIP sample meeting reviews cases of Hate Crime on a Quarterly basis. This learning should also help increase positive outcomes.

Number of Transgender Hate Crime Offences reported to Police



19/20 Performance	15
19/20 Target	12
Direction of Travel	
Comments	Hate Crime Awareness Week ran between 8th and 12th Oct 2019. This year there was a focus on increasing reporting. Success measured by no. of hate crime reports. There has been media campaigns raising awareness in the
	the hate crime reporting which is represented by the council and police along with faith communities. There will be ongoing work in the coming year.

Children and Young People Making Islington the best place for young people to grow up

- Always keep children and young people safe and secure and reduce the number of children growing up in poverty
- Make sure young people get the best start
- Ensure our schools are places where all young people can learn and thrive

Covid-19 Impact

With schools and early years settings only open to vulnerable children and children of critical workers, as well as the cancellation of exams for Summer 2020, many of the education measures under the 'Children and Young People' theme will not be reportable for the 2019/2020 academic year. We have also seen a fall in the number of referrals to children's social care since the introduction of the lockdown measures, as many of the services that would make referrals are either not operating or operating differently given the current situation. This will have more of an impact on early 2020/21.

Key Achievements at Q4

*Latest data available (June 2020) but may not reflect full-year performance.

70%

(target 69%) 2 year old places taken up by low income families, SEND or looked after children

17.5%

(target 18%) re-referrals to Children's Social Care within the previous 12 months

97%

(target 98%) Islington school leavers in Year 11 moved into education or training

Key Challenges at Q4

*Latest data available (June 2020) but may not reflect full-year performance. Where outline is red, impact is due to Covid-19.

14%

(target 12%) secondary school children persistently absent

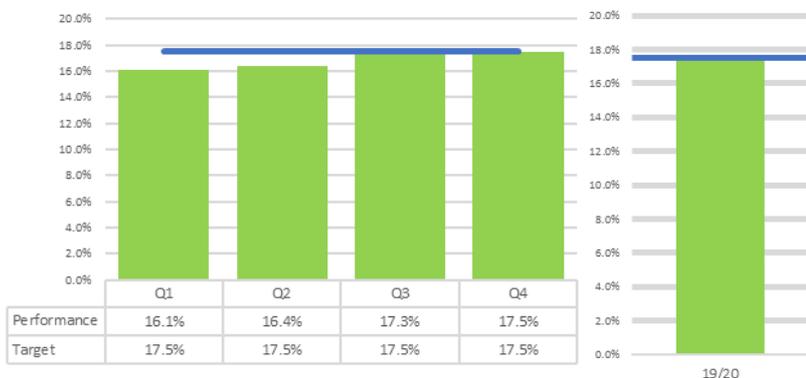
18%

(target: 13%) children subject of Child Protection Plan for a second or subsequent time

16%

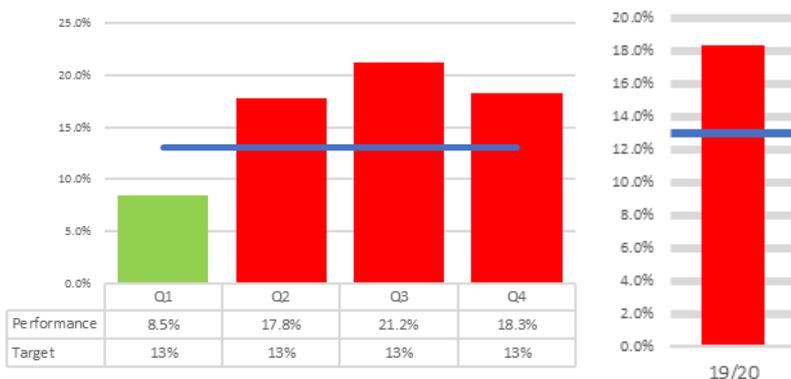
(target: 9%) fixed period secondary exclusions

Percentage of re-referrals to Children's Social Care within the previous 12 months



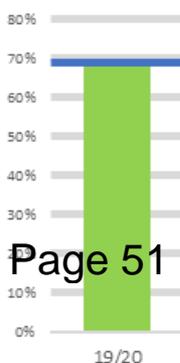
19/20 Performance	17.5%
19/20 Target	18%
Direction of Travel	▲
Comments	<p>Target already set as part of Children & Families Outcomes Framework and has been met.</p> <p>The Islington provisional figure for 2019/20 is below the latest reported London and England figures (for 2018/19).</p>

Percentage of children who become the subject of a Child Protection Plan for a second or subsequent time

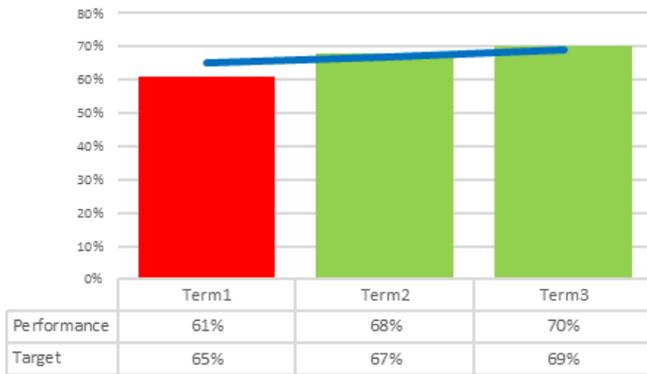


19/20 Performance	18.3%
19/20 Target	13.0%
Direction of Travel	▼
Comments	<p>The figure for repeat child protection plans for the end of Q4 is 18.3%, which represents an improvement on the previous quarter, and an improvement on 2018/19. Of the 202 new CP plans made, 37 were repeat plans. More than three quarters of the repeat plans involved more than one child in the same family group (21 family groups). Those where domestic violence concern are more likely to become subject for a second or subsequent time.</p>

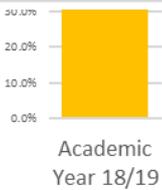
Percentage of 2-year old places children with Special Educational Needs or Disabilities (SEND) or who are looked after



taken up by low income families, Needs or Disabilities (SEND) or



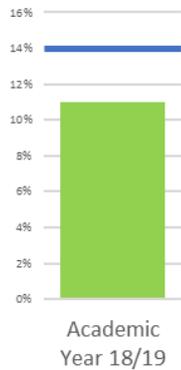
Percentage of pupils achieving a Good Level of Development in the Early Years Foundation Stage profile



Performance	71%
Target	73.3%
Direction of Travel	▶
Comments	<p>The target represents the Inner London average, which was published in October 2019. Although Islington remains below the Inner London average, the gap has narrowed in 2018/19. The Islington figure fell by 0.1% in 2019, whilst the Inner London average fell by 0.3%.</p> <p>GLD scores have flatlined nationally this year. In Islington we have seen a very small decline. An analysis is underway.</p> <p>This is the first cohort of children for whom the government restricted Islington's ability to provide 30 hours of early education in nursery. Introduced in September 2017, entitlement to 30 hours was restricted to children of working parents. Islington successfully disappplied to the DFE to make provision for children with severe and complex social, emotional and or special educational needs to have 30 hours; but the overall number of children benefitting from full-time nursery was reduced.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Percentage gap at EYFS between pupils entitled to Free School Meals and non-FSM pupils

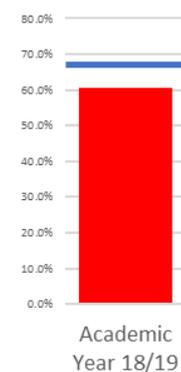
Percentage gap at EYFS



Performance	11%
Target	Below 14%
Direction of Travel	▼
Comments	<p>The gap has narrowed due to improvement in results for FSM-eligible pupils.</p> <p>In Islington, the proportion of FSM-eligible pupils who achieved a Good Level of Development in the EYFSP rose from 61% in 2017/18 to 64% in 2018/19. The proportion of non-eligible pupils achieved the GLD remained at 75%.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Participation rate for Islington play offer (5 to 12 year olds)

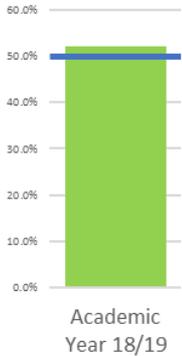
Participation



Performance	60.6%
Target	67%
Comments	<p>19/20 data not yet available</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

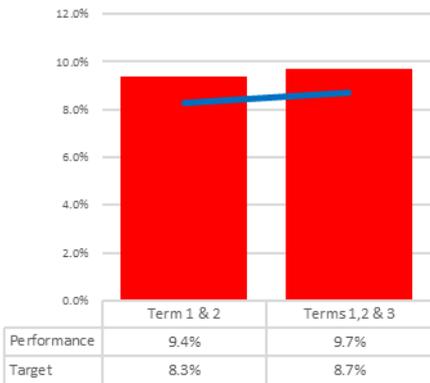
19/20 Performance	70%
19/20 Target	69%
Direction of Travel	▲
Comments	<p>We have managed to improve the proportion of eligible two year olds in funded early education places since last Summer. For the two years prior to this, performance had been bouncing around the 61-64% range. Islington is now just above the last published national average.</p>

Participation rate for youth offer (13 and older)



Performance	52.2%
Target	50%
Comments	2019/20 data not yet available *Significant Covid-19 impact requires interim suspension of this indicator*

Percentage of primary school children who are persistently absent (below 90% attendance)



Performance	9.7%
Target	8.7%
Direction of Travel	▼
Comments	We have halved the gap to the Inner London average from 2.1 percentage points in 2017/18 to 1 percentage point in 2018/19. We have delivered a 6 month targeted programme (January to June) to those primary schools with the highest level of persistent absence over the last three years. All but one school saw a positive improvement the percentage of children persistently absent, ranging from 0.5% to 6.5% improvement, with the mean average across the 12 schools improving from 17.35% to 13.82%. *Significant Covid-19 impact requires interim suspension of this indicator*

Percentage of secondary school children who are persistently absent (below 90% attendance)

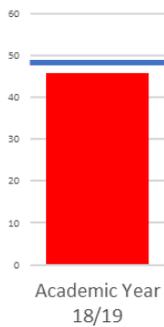
Performance	14.2%
Target	12.0%
Direction of Travel	▶
Comments	Both Islington and Inner London saw marginal increases in their PA rates for secondary schools between 2017/18 and 2018/19. Reducing PA at secondary remains a high priority.



A focus group is being arranged for secondary schools with the highest number of PA pupils, using the same approach as for primary (see above). We have also targeted a small group of schools requiring immediate additional support with case work management, keeping records of school interventions and preparing papers for prosecution, and a workshop has been delivered to provide practical guidance to support these schools.

Significant Covid-19 impact requires interim suspension of this indicator

Attainment 8 score



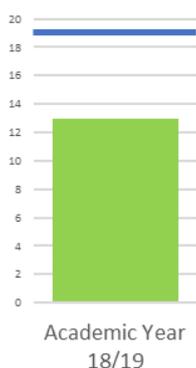
Performance	45.8
Target	48.4
Direction of Travel	▶
Comments	<p>Target represents the revised Inner London average for 2018/19. The average Attainment 8 score for Islington decreased by 0.5 compared to last year's results, whereas the Inner London average is in line with the 17/18 results. This drop is mainly linked to a decline in outcomes at three schools.</p> <p>We are working robustly to support and challenge maintained school leaders using processes outlined in the Work in Support of Schools (WiSS) document to focus them on bringing about sustained improvements in progress and outcomes for their pupils. Where appropriate we are meeting with leaders of Multi Academy Trusts to discuss their approaches to bring about improvements in academies over which they have control.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Average Progress 8 score



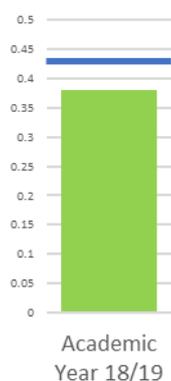
Performance	0.03
Target	0.18
Direction of Travel	▼
Comments	<p>Target represents the revised Inner London average for 2018/19. The Islington Progress 8 score is down on last year, whereas the Inner London average is in line with the previous year. As in CYP11, this drop is mainly linked to a decline in outcomes at three schools. We are working robustly to support and challenge maintained school leaders using processes outlined in the Work in Support of Schools (WiSS) document to focus them on bringing about sustained improvements in progress and outcomes for their pupils. Where appropriate we are meeting with leaders of Multi Academy Trusts to discuss their approaches to bring about improvements in academies over which they have control.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Gap in attainment between Black Caribbean pupils and the LBI average at Key Stage 2 (expected standard in Read, Writing and Maths)



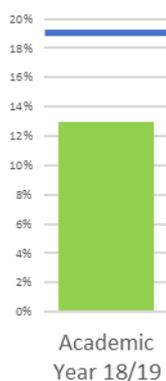
Performance	13 pts
Target	19 pts
Direction of Travel	▼
Comments	<p>The revised results for 2019 show that the proportion of Black Caribbean pupils achieving the expected standard increased by around 7 percentage points in 2019, up to 56%. With the smaller change in the overall Islington figure, the gap has narrowed to 13 percentage points, from 19 percentage points last year.</p> <p>To give these differences some context, if 15 more Black Caribbean pupils achieved the expected standard in 2019, the group's results would have matched the Islington average.</p> <p>Nationally, 56% of Black-Caribbean pupils achieved the expected level, the same as in Islington. However, as the national figure for all pupils achieving the expected standard was lower than the Islington figure at 65%, the gap nationally is narrower than the gap in Islington at 9 percentage points.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Gap in attainment between Black Caribbean pupils and the LBI average at Key Stage 4 (Progress 8 Score)



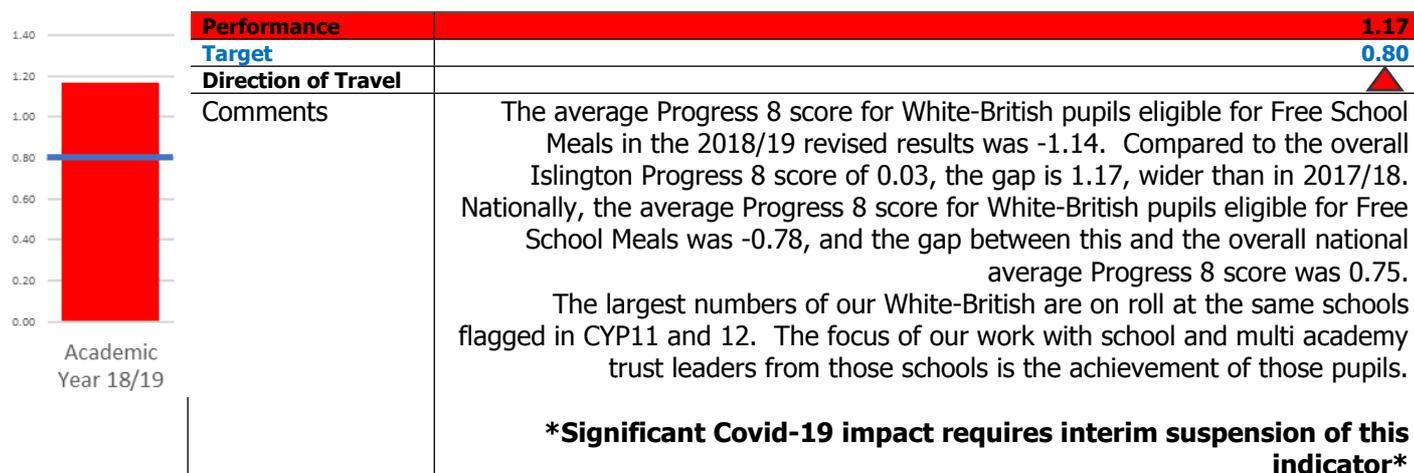
Performance	0.38
Target	0.43
Direction of Travel	▼
Comments	<p>The revised Progress 8 score for Islington's Black-Caribbean pupils in 2019 is -0.35, compared to 0.03 for Islington overall, so the gap is 0.38 points. Although the Progress 8 score for Black Caribbean pupils is lower than in last year's revised results, the change was not as large as the change in the overall Islington average, so the relative gap has improved.</p> <p>Nationally, the average Progress 8 score for Black-Caribbean pupils was -0.31, so this was similar to the Islington figure. However, the overall national average Progress 8 score is lower than the Islington average at -0.03, and therefore the gap is narrower across England as a whole than it is for Islington.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Gap in attainment between White British pupils eligible for Free School Meals and the LBI average at Key Stage 2 (expected standard in Reading, Writing and Maths)

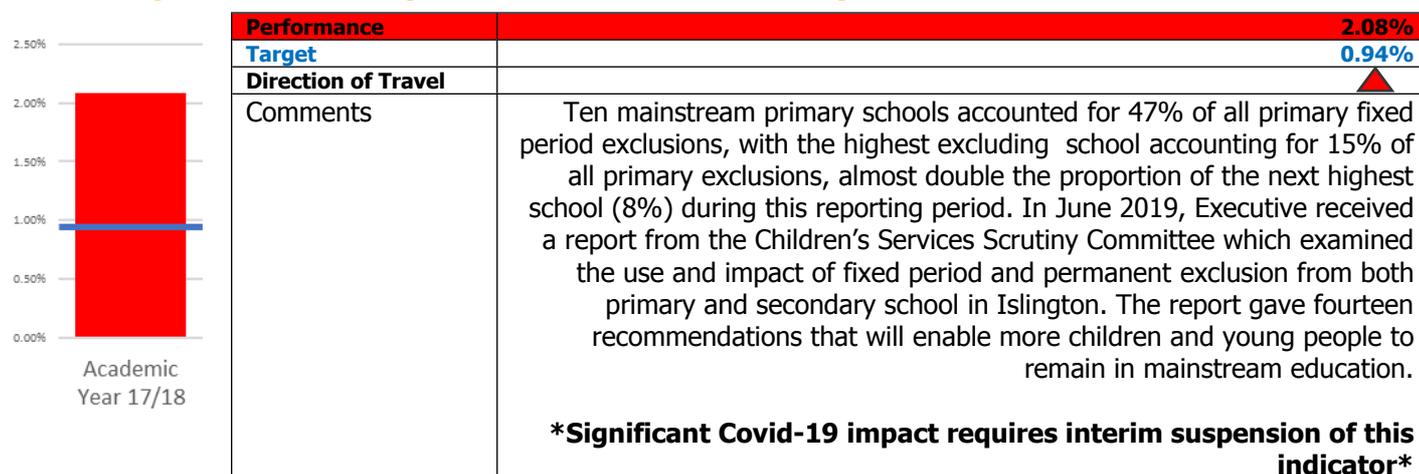


Performance	15 pts
Target	19 pts
Direction of Travel	▼
Comments	<p>The revised results for 2019 show that the proportion of White-British pupils who were eligible for Free School Meals that achieving the expected standard increased from 50% in 2018 to 55% in 2019, narrowing the gap with the overall Islington figure from 19 percentage points in 2018 to 15 percentage points in 2019.</p> <p>The latest available comparator data for this breakdown of pupil characteristics for the 2018 revised results at a national level only. Nationally, 43% of White-British FSM-eligible pupils achieved the expected standard in Reading, Writing and Maths, so there was a gap of 22 percentage points with the national average for all pupils (65%). The gap in Islington has been narrower than this in both the 2018 and 2019 results.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

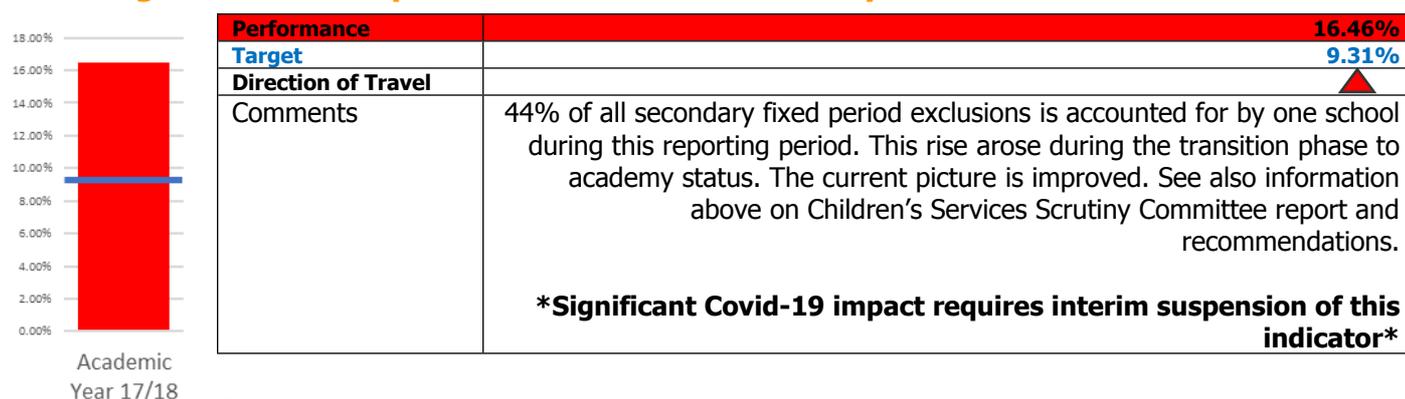
Gap in attainment between White British pupils eligible for Free School Meals and the LBI average at Key Stage 4 (Progress 8 Score)



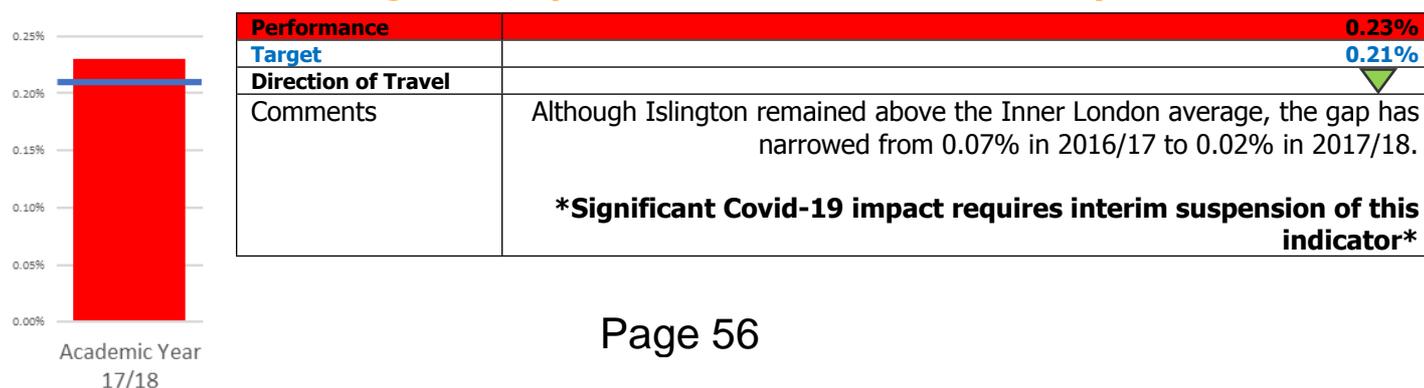
Percentage rate of fixed period exclusions – Primary



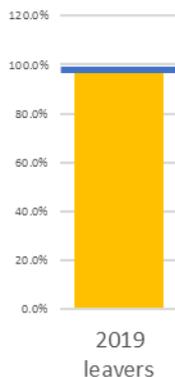
Percentage rate of fixed period exclusions – Secondary



Percentage rate of permanent exclusions – secondary



Percentage of Islington School leavers in Year 11 who move into education or training



Performance	97.0%
Target	98.0%
Direction of Travel	
Comments	<p>While this figure remains relatively stable, there were a greater number of young people who went into employment without training compared to the previous year, which resulted in a slight decrease in participation in learning and training. There is a risk of participation falling this year due to the impact of Covid-19, particularly from priority groups, and this has been included as a recovery performance indicator.</p> <p>*Significant Covid-19 impact requires interim suspension of this indicator*</p>

Place and environment Making Islington a welcoming and attractive borough and creating a healthy environment for all

- Keep the streets clean and promote recycling
- Make it easier and safer for people to travel through the borough and beyond
- Make sure residents have access to high quality parks, leisure facilities and cultural opportunities
- Ensure development is well planned

Covid-19 Impact

The most visible impact on Q4 data has been Leisure Centre visits, with all centres closed since 20 March but usage seriously impacted for several weeks beforehand, as well as a handful of stalled EVCP installations. Going forward into 20/21 there have been immediate negative impacts on Others planning applications that are dependent on site visits, as well as anticipated positive impact on Council CO2 emissions from operational buildings.

Key Achievements at Q4

*Latest data available (June 2020) but may not reflect full-year performance.

221 
 (target: 200) secure cycle facilities installed over the last two years

88% 
 (target: 84%) minor planning applications determined within target

318 
 (target: 350) average missed waste collections

Key Challenges at Q4

*Latest data available (June 2020) but may not reflect full-year performance. Where outline is red, impact is due to Covid-19.

176
 (target: 200)
 electric vehicle
 charging points
 installed



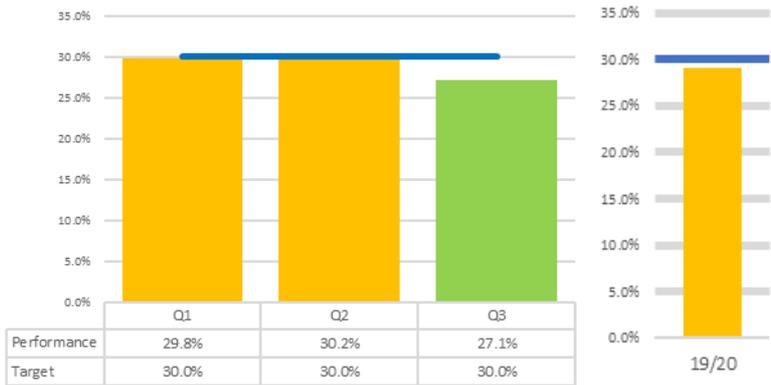
29%
 (target: 30%)
 household waste
 recycled and
 composted



2.07m
 (target: 2.18m)
 visits to our leisure
 centres



Percentage of household waste recycled and composted



19/20 Performance	29%
19/20 Target	30%
Direction of Travel	
Comments	Q3 came in at 27.1% due to previously unaccounted for contaminated cycling tonnages that ended up as residual waste *Data is reported a quarter in arrears

Number of missed waste collections- domestic and commercial (monthly average)



19/20 Performance	318
19/20 Target	350
Direction of Travel	
Comments	Performance has been same or better compared to 324 in 18/19 and 550 in 17/18

Number of secure cycle parking

facilities on streets

19/20 Performance	221
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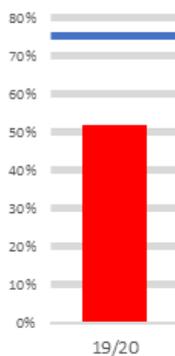
19/20 Profiled Target	200
Comments	Provision currently for 1326 bikes. Expected cycling resurgence during Covid-19 recovery.

Number of new electric vehicle charging points across the borough



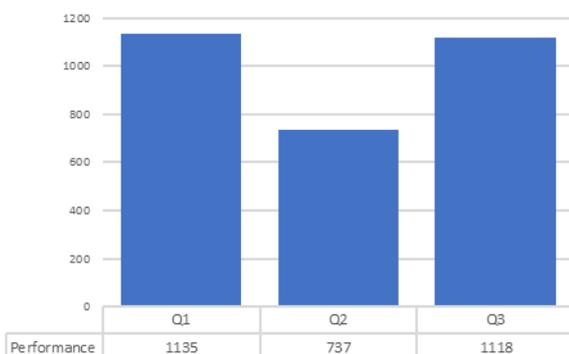
19/20 Performance	176
19/20 Target	200
Comments	Key to Zero-Carbon ambitions. End of year shortfall due to complexity of delivery programme with respect to funding and public consultation, and curtailment of some installations due to Covid-19.

Percentage of parking appeals won at the Enforcement and Traffic Tribunal



18/19 Performance	52%
18/19 Target	75%
Comments	Annual 18/19 data (19/20 due end of Aug). Significant drop due to steep (77%) rise in local appeals due to recent scheme and zone changes. Current performance being analysed. Benchmarking now places LBI 14 th of 35 London parking authorities, compared to 2 nd based on 17/18 data. *Significant Covid-19 impact requires interim suspension of this indicator*

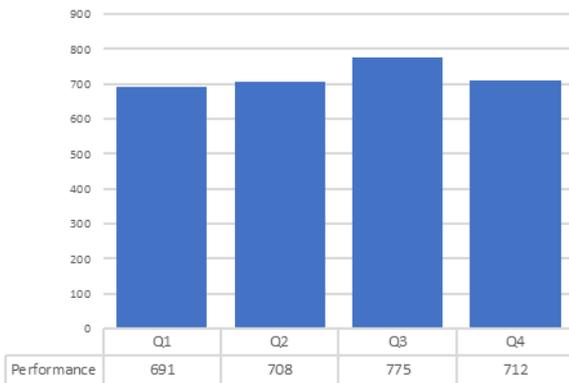
Carbon emissions for operational council buildings (tonnes)



Q1 – Q3 Performance	2990
Target	To be set from 20/21
Direction of Travel	
Comments	Measure covers operational buildings within the borough under council control and is reported a quarter in arrears to minimise estimated figures. 11% reduction

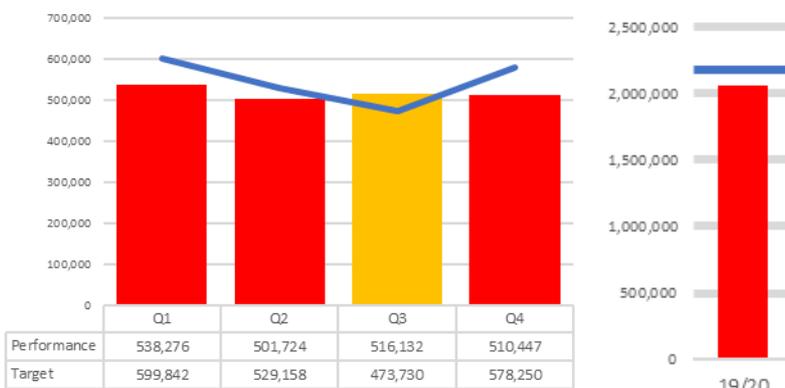
	on same period previous year.
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Carbon emissions from council transport (tonnes)



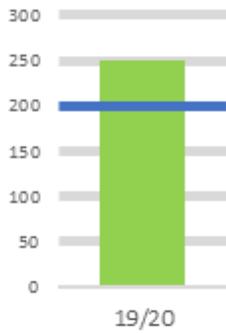
19/20 Performance	2886
19/20 Target	To be set from 20/21
Comments	6% increase over last year due to poorer fuel economy of newer Euro V1 vehicles.

Visits to our leisure centres



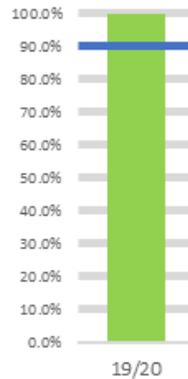
19/20 Performance	2,066,579
19/20 Target	2,180,980
Direction of Travel	
Comments	19/20 fell 5.2% short of annual target and 3.2% short of 18/19. Lost 11 days opening end of March due to Covid-19 and also legacy of Highbury fire closure, though Q1 – Q3 had seen a steady improvement. *Significant Covid-19 impact requires interim suspension of this indicator*

Number of entries to Islington in Bloom



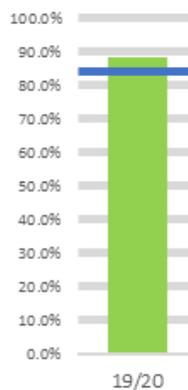
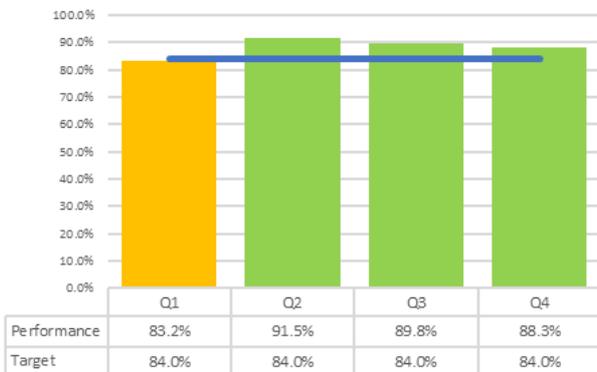
18/19 Performance	251
18/19 Target	200
Direction of Travel	▲
Comments	*Significant Covid-19 impact. Permeant deletion of indicator recommended*

Percentage of planning applications determined within 13 weeks or within agreed time (majors)

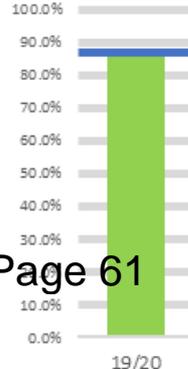
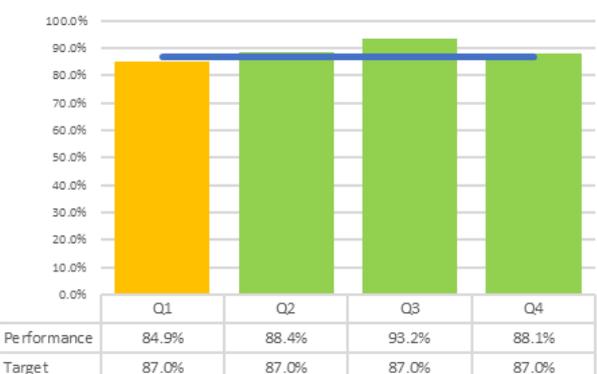


19/20 Performance	100%
19/20 Target	90%
Direction of Travel	▲

Percentage of planning applications determined within the target (minors)



19/20 Performance	88.3%
19/20 Target	84%
Direction of Travel	▲
Comments	Compares to 87.9% last year.



Percentage of planning applications determined within the target (others)

19/20 Performance	88.1%
19/20 Target	87%
Direction of Travel	
Comments	

Health and independence Ensuring our residents can lead healthy and independent lives

- Support people to live healthy lives
- Help residents to feel socially active and connected to their communities
- Safeguard and protect older and vulnerable residents
- Help residents to live independently

Covid-19 Impact

A number of services have either paused or changed delivery approach since mid-March, having an effect on performance and data submission. It is anticipated that services can where possible continue to deliver services remotely, via telephone and virtual support groups. Wider programmes will recommence when appropriate.

Key Achievements at Q4

*Latest data available (June 2020) but may not reflect full-year performance.

55% 
 (target: 50%) smokers using Stop Smoking services who quit

51% 
 (target: 50%) entering Improving Access to Psychological Therapy treatment who recover

124 
 (target: 134) new permanent admissions to residential and nursing care

Key Challenges at Q4

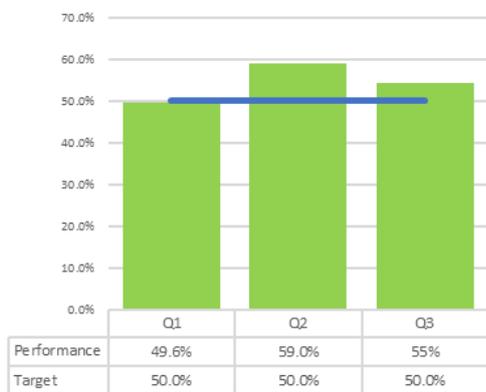
*Latest data available (June 2020) but may not reflect full-year performance. Where outline is red, impact is due to Covid-19.

12% 
 (target: 20%) drug users who complete treatment and do not re-present in 6 months

84% 
 (target: 95%) discharged from hospital into enablement services

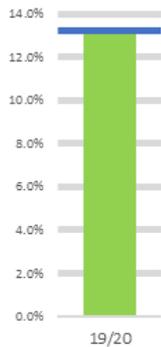
7 
 (target: 5) beds per day occupied by patients deemed to be a delayed transfer due to Social Care

Percentage of smokers using Stop Smoking Services who quit (measured after quit date)



19/20 Performance	54.5%
19/20 Target	50%
Direction of Travel	▲
Comments	Q4 data will be released on 8 Jun '20 and thus the YTD figure and position will be determined in due course once the data and narrative has been received. We expect the indicator of percentage of successful quits will remain on target, despite changes in activity towards the end of March due to Covid'19

Percentage of eligible population (40 – 74) who receive an NHS Health Check



19/20 Performance	13.1%
19/20 Target	13.2%
Direction of Travel	▲
Comments	The NHS Health Checks target for Q4 was met at 3.4%. The year to date figure is 13.1% compared to an expected target of 13.2%. Towards the end of March the NHS Health checks programme was paused due to Covid-19 to reduce patient contact and visits to the GP. The programme will remain under review and will start up again at an appropriate time in line with national guidance. *Significant Covid-19 impact requires interim suspension of this indicator*



Number of people entering treatment with the IAPT service (Improving Access to Psychological Therapies)

19/20 Performance	5517
19/20 Target	5892

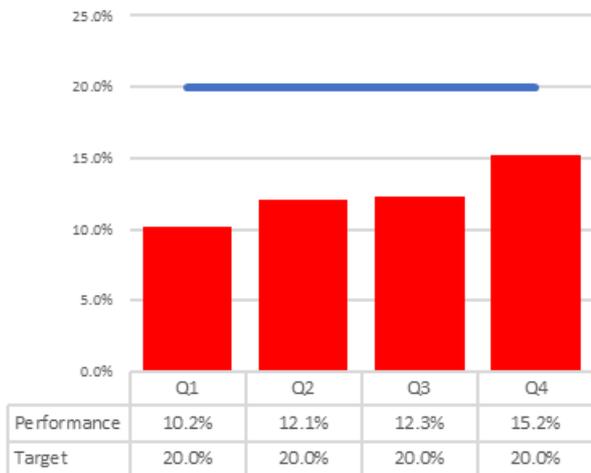
Direction of Travel	▼
Comments	Improvement on last year but below target this year

Percentage of those entering IAPT treatment who recover

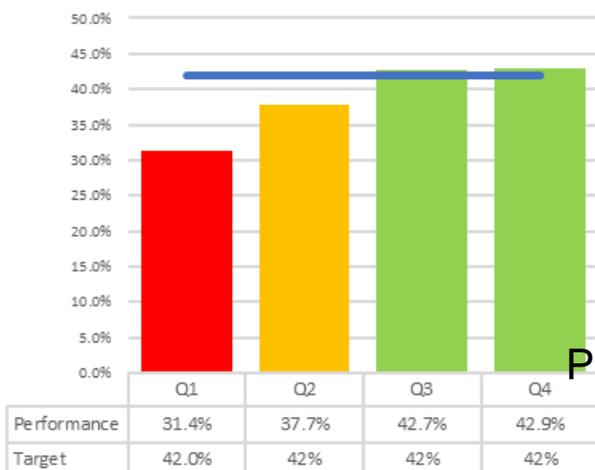


19/20 Performance	51%
19/20 Target	50%
Direction of Travel	▲

Percentage of drug users in drug treatment who successfully complete treatment and do not re-present within 6 months



19/20 Performance	15.2%
19/20 Target	20%
Direction of Travel	▼
Comments	<p>Although the target of 20% for successful drug treatment was not met, there has been a 5% increase over the year. Whilst social distancing measures are still in place, it is anticipated that substance misuse providers will continue to offer services remotely e.g. telephone support, virtual groups via Zoom, and the use of digital apps.</p> <p>Measures that have been put in place since COVID 19 like longer prescription frequency, will remain in place until capacity within community pharmacies is more stable. Services are reporting increases in demand for treatment, particularly for opiate and alcohol users.</p>



Percentage of alcohol users who successfully complete the treatment plan

19/20 Performance	42.9%
19/20 Target	42%
Direction of Travel	▲
Comments	The alcohol target was met and there was a 10% improvement from Q1. Services are reporting increases in demand for treatment, particularly for opiate and alcohol users.

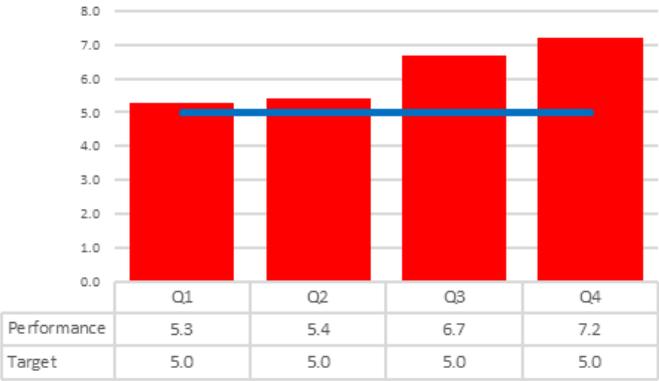
	It is anticipated providers will continue with a phone and virtual offer.
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Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services



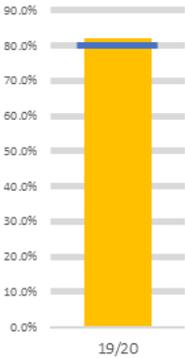
19/20 Performance	1335
19/20 Target	1100
Direction of Travel	▲
Comments	The number of Long Acting Reversible Contraception (LARC) prescriptions made in local integrated sexual health services has exceeded the annual target by 235. However, this activity was significantly effected in March due to Covid-19, with only 52 LARCs in this month, approx.. 50% of previous activity.

Average number of beds per day occupied by patients deems to be a delayed transfer due to Social Care (in both Acute and MH hospitals)



19/20 Performance	7.2
19/20 Target	5
Direction of Travel	▼
Comments	This is the average number of delayed beds per calendar days due to Social Care in both Acute and MH divided by number of calendar days in reporting period. Data is published on a two-month delay and publication is on hold in light of Covid-19, so latest available data is for Feb '20

The percentage of working age adults known to Adult Social Care feeling that they have adequate or better social contact



19/20 Performance	82%
19/20 Target	80%
Direction of Travel	▶
Comments	Although data collection for the 2019/20 Adult Social Care User Survey ended pre Covid-19, data entry of returned surveys were not completed prior to the lockdown period. Only 36% of survey responses have been entered and the official submission deadline has been delayed. This is a provisional figure based on survey responses entered thus far

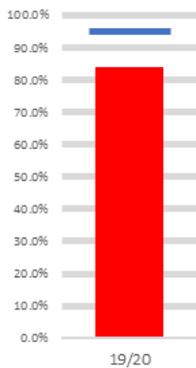
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Number of new permanent admissions to residential and nursing care (65+ year olds) in both MH and non-MH settings

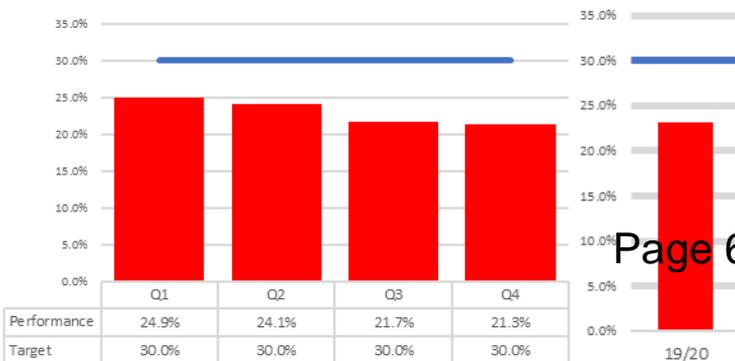


19/20 Performance	124
19/20 Target	134
Direction of Travel	▲
Comments	Figure may change due to delay in logging admissions on LAS. Also reported as part of ASCOF 2A (2) indicator (new actual admissions in both MH and non-MH settings)

Percentage discharged from hospital into enablement services who are at home or in a community setting within three months



19/20 Performance	84%
19/20 Target	95%
Direction of Travel	▼
Comments	Last year (2019/20) figure was calculated using the assumption that anyone who was neither deceased nor in nursing or residential care was assumed to still be at home 91 days after reablement. We have refined the reporting methodology this year to better reflect SALT requirements. This figure does not include individuals we were unable to reach in the denominator



Percentage of service users receiving care in the community through use of direct payments

19/20 Performance	23.2%
19/20 Target	30%

Direction of Travel	
Comments	Although below the target of 30%, end of year performance is in line with performance end of year in 2019/20 (24%).

A well run council Continuing to be a well run council, making a difference despite reduced resources

- Manage our budget effectively and efficiently
- Harness digital technology for the benefit of residents and staff
- Make sure our workforce is diverse and highly motivated
- Be open and accountable

Covid-19 Impact

A number of services have either paused or changed delivery approach since mid-March, having an effect on performance and data submission. It is anticipated that services can where possible continue to deliver services remotely, via telephone and virtual support groups. Wider programmes will recommence when appropriate.

Key Achievements at Q4

*Latest data available (June 2020) but may not reflect full-year performance.

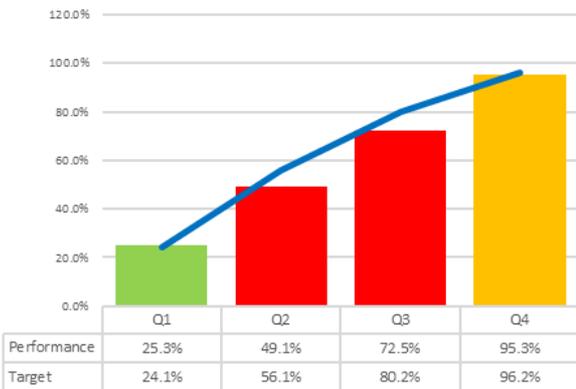


Key Challenges at Q4

*Latest data available (June 2020) but may not reflect full-year performance. Where outline is red, impact is due to Covid-19.

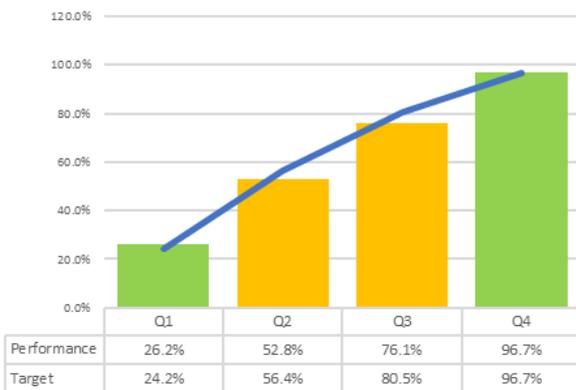


Percentage of council tax collected in year



19/20 Performance	95.3%
19/20 Target	96.2%
Comments	We believe the impact of Covid-19 in March 2020 has reduced the result we would have otherwise achieved.

Percentage of business rates collected in year



19/20 Performance	96.7%
19/20 Target	96.7%
Comments	We believe the impact of Covid-19 in March 2020 has reduced the result we would have otherwise achieved.

Number of visits in person at Customer Contact Centre

19/20 Performance	107,440
19/20 Target	124,925
Direction of Travel	
Comments	<p>End of year results show a decline in footfall mainly due the introduction of online channels for; Street parking visitor vouchers using RingGo Permits web service and Housing triage online registration service for homeless applications.</p> <p>Reduction in visits for Housing Benefit as residents move onto Universal Credit, with the offer of self-service PC's within the contact centre for those</p>



needing to access documents online.

The outbreak of COVID 19 across March resulted in significantly less visitors. By week starting 16th March we saw a steady decline, with the move to Emergency Only from 24th March. This naturally ensured that visitor numbers at year end were even lower than originally forecast.

Number of telephone calls through Contact Islington Call Centre



19/20 Performance	344,707
19/20 Target	366,595
Direction of Travel	▲
Comments	<p>On target; In comparison to the previous year calls handled decreased across all lines with the largest decrease on council tax line by 13,187 (15%) overall improved billing procedure including the annual Council Tax and Business Rates Annual Billing period, availability online and increase in e-billing, Housing Benefit 9,602 (19%) linked to UC increase and Registrars 5,041 (28%) with all services available online.</p> <p>Covid 19 resulted a fall in calls during March. We established a dedicated service known as "We Are Islington" for those impacted by the outbreak . These calls are not part of the reporting data.</p>

Number of online transactions



19/20 Performance	152,883
19/20 Target	167,629
Direction of Travel	▼
Comments	<p>End of year results show a decline in online transactions. Within My eAccount this is by 16%. As reported in previous quarters like for like comparable data is not immediately available as use of the Parking RingGo Permits web service which supports new applications and renewals for</p>

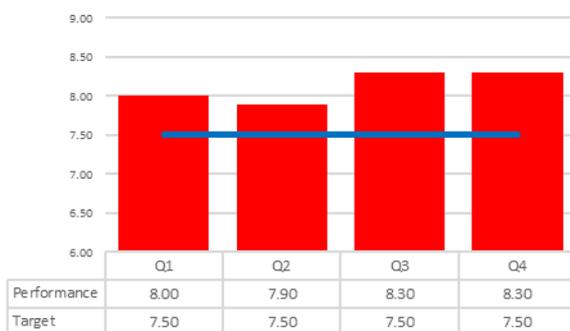
street parking visitor vouchers and other permit types, is not part of the reporting suite, and captures different outcomes. Whilst the overall trend in relation to like for like services is down, the volumes of visitor voucher sessions/ permits purchased has increased; as an indication customer verifications have gone up by 25% from previous year.

Percentage of calls into Contact Islington handled appropriately



19/20 Performance	97.25%
19/20 Target	98%
Direction of Travel	▶
Comments	This is slightly below the end of year target and last year's performance, but within 5% of achieving the goal.

Average number of days lost per year through sickness absence per employee (in previous 12 month rolling period)



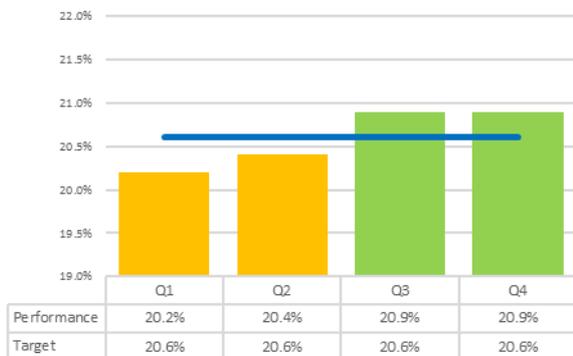
19/20 Performance	8.30
19/20 Target	7.50
Direction of Travel	▲



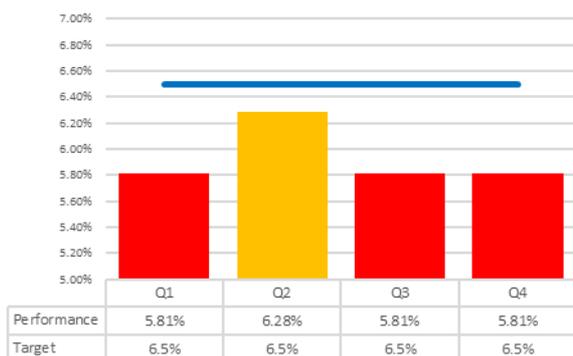
Percentage of workforce who are agency staff

19/20 Performance	11.5%
19/20 Target	10%
Direction of Travel	▲
Comments	Over the past few years there has been a concerted effort to reduce the

Percentage of BME staff within the top



Percentage of disabled staff within the



number of agency staff engaged by the council. However, at times the council's use of a contingent workforce is essential to manage short-term increases in demands. Agency staff currently account for 12.8% of the overall workforce. Departmental figures are as follows:

- Chief Executives: 14%
- E&R: 17.9%
- Housing: 19%
- People: 8.2%
- Public Health: 0%
- Resources: 7.3%

5% of earners

19/20 Performance	20.9%
19/20 Target	20.6%
Direction of Travel	▲
Comments	As part of our duty to promote equality, we are focusing efforts on ensuring Disabled and BME staff within the organisation have equal opportunities to progress within the organisation and are proportionally represented at senior management level. Actions to help achieve this aim are included in the new Workforce Strategy and will be implemented over the coming year.

top 5% of earners

19/20 Performance	5.81%
19/20 Target	6.5%
Direction of Travel	▲
Comments	We recently ran a staff communications campaign called "This Is Me" highlighting the varied and valuable roles undertaken by employees who have a disability and the ways they cope with their daily work. The campaign also aimed to encourage all employees to update their HR record to state whether they have a disability so that we have an accurate picture of the proportion of staff who have a disability. We are currently assessing the impact of the campaign on both staff awareness of disabilities and to see if there has been an increase in the proportion of staff who have updated their HR records to confirm whether or not they have a disability.



Chief Executive Department
Town Hall, London N1 2UD

Report of:

Meeting of:	Date:	Ward(s):
Policy & Performance Scrutiny Committee	17 September 2020	All

Delete as appropriate	Exempt	Non-exempt

SUBJECT: Quarter 1 Performance Report: Well Run Council

1. Synopsis

- 1.1 The council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the council's Corporate Plan. Progress on key performance measures are reported through the council's Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2 This report sets out Quarter 1 (Apr – Jun '20) progress against targets for those performance indicators that fall within the Well Run Council outcome area, for which the Policy & Performance Scrutiny Committee has responsibility.

2. Recommendations

- 2.1 To note performance against targets in Quarter 1 (Apr – Jun) 2020/21 for measures relating to Well Run Council.
- 2.2 To note responses to queries raised by the Committee when it discussed the Quarter 2 (Jul – Sep) 2019/20 report on 23 January 2020.

3. Background

- 3.1 A suite of corporate performance indicators has been agreed for 2018-22, which help track progress in delivering the seven priorities set out in the Council's Corporate Plan - *Building a Fairer Islington*. Targets are set on an annual basis and performance is monitored internally, through Departmental Management Teams, Corporate Management Board and Joint Board, and externally through the Scrutiny Committees.

3.2 The Policy & Performance Scrutiny Committee is responsible for monitoring and challenging performance for the following key outcome area: Well Run Council, which covers core council services such as Finance, Digital Services, Human Resources and Customer Services, to ensure the organisation runs effectively.

4. Outstanding issues and queries from Q2 update, presented on 23 January 2020

4.1 The Committee discussed the Quarter 2 (Jul – Aug) 2019/20 performance report at its' meeting on 23 January 2020. There were a number of outstanding issues and queries raised by the Committee:

4.2 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

Update:

As reflected in 6.4 of the report, growth in our online transactions has been limited/ restricted and influenced by COVID.

Like for like comparable data is difficult to produce as since the original measure, new self-service routes that sit outside of the original suite of products have been introduced. The primary difference has been the launch of paperless visitor vouchers through RingGo. Previously books of vouchers were purchased via My eAccount, but now residents go direct to RingGo and buy specific periods of times rather than books with multiple "scratch cards". We have seen a fall in My eAccount online requests, yet an overall surge / increase of spending via RingGo.

There have been no new online service offers within My eAccount for last year and this year as this alongside other technology is under review as part of a wider Digital Strategy.

4.3 It was stated that the reports on sickness and agency staff would be submitted to the next and following meetings of PPS respectively

Update:

The next dates for reporting on sickness and agency staff are due to take place at PPS meetings on 22nd October 2020 and 3rd December 2020 respectively.

4.4 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

Update:

Specific focus on long term sickness will be included in the report on sickness absence at the PPS meeting due to take place on 22nd October 2020.

4.5 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 and action was being taken to reduce this figure. Councillor Hull stated that this could be looked at

Update:

Managers can access H&S training DSE Assessments, manual handling and other relevant training through the online H&S portal. Directorates, particularly those with a large proportion of manual staff with large number of older employees have been working with HR to agree action plans to support the data reports issued by HR and provided regularly to departmental teams. For example all staff in E&R and Housing who return from long term sickness, a physical injury or operation are given a refresher in manual handling training. Further detail will be provided in the next report to PPS on 22nd October 2020.

- 4.6 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

Update:

The Head of Business Partnerships & HR Business Analytics meets with the Occupational Health Account Manager every quarter to review medical referrals by reason, by Directorate and by Service. Benchmarking data against comparative councils is included within the annual report and will be provided again in the next report to PPS. The percentage of medical referrals are per year is 17% in Islington compared to an average of 13% across London, this is principally due to high number of manual and insourced staff. However, despite the increase in referrals, absence due to mental health and MSK remains in line with that of other councils which make up 23% and 20% of total sickness absence respectively.

- 4.7 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

Update:

The data format and content has been revised to provide a greater level of detail to support corporate and directorate action plans. Additional interventions and support are also in place or have been considered through Able Futures (nine months 121 support), the Employee Assistance Programme and OH. As part of the council's response to the pandemic a Staff Wellbeing Hub was created on the intranet. This includes a wide range of support and tools through internal (e.g Mental Health First Aiders, Mental Health Ambassadors, COVID Return to Work Risk Assessment Forms, Remote Working and Reasonable Adjustments Guidance) and external (e.g MIND) sources. Additional support is also available to staff and teams who have experienced a Covid-19 death. HR are currently working with the OH provider to review the support available to managers of staff returning to work as part of the 'return to normal' plans. Staff Wellness Surveys have run since April '20 to provide CMB with insight into the anxieties staff are facing at work and in their personal lives. Each Directorate has been tasked to develop an action plan to address issues identified. This work is currently on-going and a summary of the updated information will be provided at the next PPS Ctte. meeting.

5. Quarter 1 performance update – Managing our budget effectively and efficiently

- 5.1 Key performance indicators relating to objective:

PI No.	Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	Q1 2020/21	On target?	Q1 last year	Better than Q1 last year?
WR1	Percentage of council tax collected in year	96.1%	96.2%	25.3% (profiled)	24.9%	No	25.3%	No
WR2	Percentage of business rates collected in year	96.6%	96.7%	26.2% (profiled)	19.3%	No	26.2%	No

5.2 *WR1: Percentage of council tax collected in year*
WR2: Percentage of business rates collected in a year

In these unprecedented times, modelling outcomes for tax collection when there is so much economic and social uncertainty is impossible. Through lost jobs or reduced income (furloughs) many of our residents and households will be struggling to find the money to keep up with their instalments. Through loss of business income (resulting from closures, reduced demand or reduced capacity) many of our businesses will be struggling to find the money to keep up with their instalments. And the lower collection rates we're experiencing are believed to be reflective of the socio-economic impacts of the Covid-19 pandemic.

Nevertheless, for the purposes of monitoring performance, we are keeping our original pre-COVID targets for both Council Tax (at 96.3%) and Business Rates (at 96.8%). These target collection rates reflect our pre-Covid expectations as we don't have the ability to forecast what the actual outcomes might now look like as a result of Covid-19. It is unlikely that even the Government can establish meaningful Covid-projected outcomes ahead of a recession, massive job losses, significant impact on business incomes, business failures still to come and so on.

However, we believe there is still value in retaining our original targets in the reports we produce, to enable Islington to understand and quantify the impact Covid-19 is having on our revenues by showing the percentage difference compared to our original target collection profile.

Over and above the socio-economic impacts of the Covid-19 pandemic, we are also restricted by a new operational constraint. In order to enforce the collection of these taxes, for example, by using an attachment of earnings, attachment of benefits or enforcement agents, the debt needs to be confirmed by the magistrates court.

In normal times, the court would summons the debtor and if the debtor did not give an appropriate reason for not paying their tax, the court would confirm the debt was legally enforceable by issuing a "liability order" for the debt. Without a liability order the council cannot enforce the debt. Our magistrates court have suspended council tax and business rates summons work for the foreseeable future, indicating they might not re-open for this kind of work until Spring 2021. As a result we cannot enforce the collection of these taxes.

Instead we are limited to making regular contact with our debtors to remind them that they have to pay their instalments and warn them that if they let arrears build up then this will become a problem for them in the future. We are using these regular contact methods to encourage debtors to maintain their repayments but our 'encouragements' don't have the same persuasive power or force as enforcement methods. All the magistrates courts in London have adopted the same position (so all the London Boroughs have been affected by this in the same way).

The magistrates courts and various councils including Islington are exploring the potential for 'virtual' court hearings and the possibility of debtors using Islington's premises to make their representations. However even if virtual courts could be held before the end of 2020/21, the timing and impact on this financial year is likely to be minimal as based on our current understanding we don't expect such courts to be fully operational until next year at the earliest.

6. Quarter 1 performance update – Harness digital technology for the benefit of residents and staff

6.1 Key performance indicators relating to objective:

PI No.	Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	Q1 2020/21	On target?	Q1 last year	Better than Q1 last year?
WR3	Number of visits in person at Customer Contact Centre	131,500	107,440	TBC	TBC	TBC	26,559	TBC
WR4	Number of telephone calls through Contact Islington Call Centre	396,211	107,440	80,232 (profiled)	75,561	Yes	89,326	Yes
WR5	Number of online transactions	170,156	152,883	40,131 (profiled)	37,404	No	36,702	Yes
WR6	Percentage of calls into Contact Islington handled appropriately	98.5%	97.25%	98%	98%	Yes	97.67%	Yes

WR3: Number of visits in person at Customer Contact Centre

6.2

A target for 20/21 is yet to be proposed as a new delivery model is under consideration, which would make direct comparison impossible at this stage.

Since the 20th of March 2020 the Customer Centre has been closed to customers with the exception of emergency services, provision of Resident Support Service crisis awards and urgent customer access to courtesy phones and PCs.

The move to emergency only in the centre has clearly shown that residents can and have accessed services in other ways, generally via phone and online channels. Changing to an appointment only system will provide services the opportunity to focus their resources on residents with more complex support needs/vulnerability.

A report is being considered proposing the re-opening of the centre via an appointment-only basis, a reduced self-serve facility and on the day emergencies.

Individual services have been working with the customer centre manager to identify and establish processes and procedures for assessing whether a customer can access a face-to-face appointment or continue to be directed to alternative channels.

Social distancing is a factor in relation to ongoing capacity in the centre however the closure supports channel shift to more cost effective options. The new model is being considered in September 2020.

WR4: Number of telephone calls through to Contact Islington Call Centre

- 6.3 The Call Centre consists of 60 office-based staff and managers working across two sites, which includes the site in Ashton Manchester. The call centre moved quickly from an office-based operation to all staff working from home, while providing a full service to customers and maintaining targets. During Q1, resources assigned to We Are Islington, handled an additional 5932 calls and 3555 emails; these volumes are excluded from the reported volumes. This is a massive achievement by the call centre that demonstrates the versatility and collaborative working. Call volume may have fallen faster than profiled given we have been unable to issue any council tax and business rates summons notices.

WR5: Number of online transactions

- 6.4 The first two/three months of C-19, impacted residents and in a number of cases resulted in less need for services offered online. Decrease in council tax billing and recovery actions, less people moving within and around the borough, limited parking enforcement, and also reduced need for permits and vouchers.

The ability of services which provide an online offer to return to normal will affect actions that can be taken to get back on track. We will continue through our call centre to use sign posting techniques to drive take up. If the customer centre moves to appointment only this may help increase activity. We are already seeing an increase in online activity for visitor vouchers via RingGo; this will reduce the need for purchasing paper voucher via My eAccount; which is a positive impact. However in terms of like for like reporting we will see a further fall against the target, as RingGo volumes sit outside the reporting suite.

With decisions made on the re-opening of the customer centre and some assertive channel shift, we may be able to increase the overall online transaction numbers into Q3. This however is still subject to events surrounding C-19 over the autumn winter period and the return to normal service delivery. There are also no new online/ self-service channels scheduled for 20/21.

WR6: Percentage of calls into Contact Islington handled appropriately

- 6.5 Target was met.

7. Quarter 1 performance update – Make sure our workforce is diverse, highly skilled and highly motivated

- 7.1 Key performance indicators relating to objective:

PI No.	Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	Q1 2020/21	On target?	Q1 last year	Better than Q1 last year?
WR7	Average number of days lost per year through sickness absence per employee (in previous 12-month rolling period)	8.60	8.30	7.5	8.3	No	8.0	No
WR8	Percentage of workforce who are agency staff (by headcount)	11.5%	11.5%	10%	11.7%	No	12.8%	Yes
WR9	Percentage of BME staff within the top 5% of earners	20.1%	20.9%	21.7%	16.67%	No	20.2%	No
WR10	Percentage of disabled staff within the top 5% of earners	6.0%	5.8%	6.3%	6.77%	Yes	5.81%	Yes

WR7: Average number of days lost per year through sickness absence per employee (in previous 12-month rolling period)

7.2 Average working days lost remain constant with no change at 8.3 per employee. Long term sickness was high during the reporting period and the reasons relate cancer and other serious or chronic conditions which are more challenging to manage.

Directorate Management Teams receive monthly reports on all staff who hit the short (8 days) and long term (20 days) targets which require action under the Sickness Absence Procedure. HR Business Partners present data reports highlighting actions taken against each employee according to the stage of the process and any trends or issues identified.

These are discussed with Service Directors tasked to take forward actions agreed according to the nature and duration of the absences and to reflect any other underlying issues (e.g sickness absence as a result of action under another (e.g Disciplinary) HR procedure. The majority of long term sickness cases have been resolved however until these 'drop off' the rolling 12 month period they will continue to be counted against the corporate target.

A new and more robust Sickness Absence Procedure was introduced in February 2020.

A new COVID return to work form is now in place separate from the standard return to work from sickness absence form.

The MyHR system was upgraded in July which improves the ease in which managers can record absences. Further planned upgrades to the HR Dashboard and reporting tools over the next six months will allow managers direct access to absence data and alerts for staff whose pay is due to reduce to half or nil pay due to the nature and duration of their absence.

HR is working with the OH provider to improve the timely management of ill health retirement cases as this is also a factor affecting the duration of long term cases.

It is difficult to assess if and when sickness absences will reduce to the 7.5 target set as this is the responsibility of line managers with support from HR. In response to the Covid pandemic a new Staff Wellbeing Hub and regular staff wellbeing surveys have been implemented. With approx 80% of staff working from home with no short term prospect of a return to work locations HR has seen some evidence of a reduction in some types of absences, however with the introduction of new COVID sickness categories and continued long term absences as would be expected with an ageing and manual workforce it is too early to understand and undertake detailed data analysis. Sickness absence will continue to be monitored by HR Business Partners and Directorate Management Teams on a monthly and quarterly basis.

WR8: Percentage of workforce who are agency staff (by headcount)

- 7.3 As a result of the COVID-19 outbreak the numbers of agency staff engaged increased in the first quarter, albeit from a high starting point to provide cover for staff that were required to attend work as they could not carry out their duties from home but could not attend due to shielding.

Departments have been tasked to reduce their number of agency workers through temp to perm recruitment exercises and through recruitment to vacant posts. Temp to perm activity and recruitment activity has risen since June and the headcount figures for July are the lowest in the last 12 months.

The target of 10% on headcount is challenging due to the number of in- house services that the Council operates compared to other Councils. To achieve 10% would mean a reduction of 88 agency workers by headcount. Based on reductions seen in the last month, the target could be achievable by the beginning of the third quarter of 20/21 based on a sustained reduction of 20 per month.

WR9: Percentage of BME staff within the top 5% of earners

- 7.4 The percentage has fallen slightly in the past year to 19.5% of BME staff within the top 5% of earners. Due to small number of staff in the top 5% it only requires a few BME staff to leave and not be directly replaced with BME staff to lower this percentage rate. The situation in the middle and upper quartiles is more positive in this respect however improving the rates in the top quartile remains an absolute priority. The picture in Islington is consistent with that across London, however there is a robust plan in place as part of the Challenging Inequalities work stream in conjunction with HR to put into place numerous actions to rectify this situation including improvements to our recruitment processes, high profile messaging to managers and the creation of leadership and management programmes. To lead these actions we have recently made new senior appointments in Strategy & Change and within HR to lead on this and related equalities measures.

WR10: Percentage of disabled staff within the top 5% of earners

- 7.5 A common issue in reporting on the number of disabled staff is that employees do not always declare a disability. The Resourcing Team have encouraged new starters to complete disability information and we now have a more complete data set for new starters. For existing staff, there

have been regular messages on Izzi to remind staff of the importance of updating equalities information through MYHR, the latest being published in July 2020. HR will continue to remind staff to complete this information on MYHR. Improvements to MYHR have also made equalities information more visible to staff and we hope that this will increase the number of staff that record their disability status.

8. Quarter 1 performance update – Be open and accountable

8.1 Key performance indicators relating to objective:

PI No.	Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	Q1 2020/21	On target?	Q1 last year	Better than Q1 last year?
WR11	Percentage of new voter registrations processed	New indicator	New indicator	98%	100%	Yes	New indicator	N/A

WR11: Percentage of new voter registrations processed

8.2 We surpassed our target and maintained our 100% record even with two out of four team members redeployed to the BECC for the first quarter of this year.

9. Implications

Financial implications:

9.1 The cost of providing resources to monitor performance is met within each service's core budget.

Legal Implications:

9.2 There are no legal duties upon local authorities to set targets or monitor performance. However, these enable us to strive for continuous improvement.

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

9.3 There are no environmental impact arising from monitoring performance.

Resident Impact Assessment:

9.4 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).

9.5 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.

10. Conclusion

10.1 The Council's Corporate Plan sets out a clear set of priorities, underpinned by a set of firm commitments and actions that we will take over the next four years to work towards our vision of a Fairer Islington. The corporate performance indicators are one of a number of tools that enable us to ensure that we are making progress in delivering key priorities whilst maintaining good quality services.

Signed by:



[Corporate Director and Exec Member]

Date: 8 September 2020

Report Author: [Ayesha Hakim Rahman]
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Report of: Corporate Director Resources

Meeting of:	Date:	Ward(s):
Policy and Performance Scrutiny Committee	17 September 2020	All

Delete as appropriate	Exempt	Non-exempt

SUBJECT: UPDATE ON UNIVERSAL CREDIT

1. Synopsis

- 1.1 Universal Credit Full Service was rolled out in Islington from June 2018. Over the past two years, the council has been monitoring the impact – on residents and services – and working with partners to support those who are struggling to make the transition to Universal Credit. In 2018-19 the Policy and Performance Scrutiny Committee undertook a scrutiny of the impacts of Universal Credit in Islington and produced a set of recommendations, mostly aimed at the government, which were adopted in full by the Executive in September 2019.
- 1.2 This report provides an update on Universal Credit in Islington, in the light of COVID-19, together with an update on the government response to the scrutiny recommendations.

2. Recommendations

- 2.1 To note latest policy changes relating to Universal Credit, including measures in response to COVID-19
- 2.2 To note the latest position on Universal Credit claimants in Islington
- 2.3 To note the financial support in place to help those in financial hardship as a result of COVID-19
- 2.4 To note the government response to recommendations from Islington's scrutiny of Universal Credit, and a number of other reports which have looked in detail at Universal Credit.

3. Background

- 3.1 Universal Credit is a single monthly payment that replaces six existing working age ('legacy') benefits: Housing Benefit, Child Tax Credit, Working Tax Credit, Income Support, Income-based Job Seeker's Allowance (JSA), Income-related Employment and Support Allowance (ESA).
- 3.2 Universal Credit Full Service has been rolled out across the country. All new claimants, and existing benefit claimants who have had a change of circumstances, are now required to make a claim for Universal Credit. All remaining residents on 'legacy benefits' will be transitioned to UC by September 2024 through a 'managed migration' process. The exact timetable is yet to be confirmed and the final deadline, which has been repeatedly put back, is likely to be further delayed as a result of COVID-19. A DWP pilot in Harrogate testing full migration to UC which started on the 24 July 2019, was progressing very slowly pre-COVID-19, this was originally due to complete in October 2020, but has been put on hold due to lockdown. It is unlikely that the government will progress any further without evaluating the results of the pilot, when it finally resumes.
- 3.3 Universal Credit has had / or will have a significant impact on Islington residents. Around 21,000 working age residents claim one or more of the legacy benefits and will at some point transition to UC – many already have. In addition to this, Islington, alongside the rest of the country, has seen a significant increase in the number of UC claimants during the COVID-19 period.

4. Universal Credit Policy update

- 4.1 There have been a number of changes to Universal Credit policy over the past few months, some pre-planned, and others in response to the coronavirus outbreak and the subsequent lockdown.

Pre-planned changes

- 4.2 Pre COVID-19 in late 2019 the Government announced that working-age benefits such as Universal Credit and Jobseeker's Allowance would rise by 1.7% from April 2020. This brought to an end a four-year benefit freeze on working age benefits that started in April 2016.
- 4.3 From July 2020, Income Support, Jobseeker's Allowance (Income-Based), and Employment and Support Allowance (Income-Related) claimants will receive a two week run-on of those benefits during their transition to Universal Credit. This means the benefit will be paid for an additional two week period beyond the actual end date that the benefit ends and they move to Universal Credit. The two week run-on of Housing Benefits for claimants who naturally migrate to UC has been in place since April 2018.

Changes to support those impacted by COVID-19

- 4.4 A number of additional measures were announced by the government at the start of lockdown to help mitigate the financial impacts of COVID-19.

4.5 The standard rate for Universal Credit and Tax Credits was further increased by £20 a week for one year from 6 April 2020 in response to COVID-19. The UC standard allowances for 2020/21 are set out below. These amounts include the 1.7% inflation boost and the COVID-19 £20 per week increase.

Circumstances	Monthly standard allowance 2020/21	Monthly standard allowance 2019/20
Single under 25	£342.72	£251.77
Single 25 or over	£409.89	£317.82
Couple both under 25	£488.59	£395.20
Couple and either 25 or over	£594.04	£498.89

4.6 It is important to note that the benefit cap has not been increased. The increase in standard allowances mean that more residents will be impacted by the benefit cap. Those residents already capped will not see any reward from the increase in the standard allowance, whilst those close to the benefit cap might not see the full benefit increase. The benefit cap inside Greater London is:

- £442.31 per week (£23,000 a year) if you are in a couple
- £442.31 per week (£23,000 a year) if you are a single parent and your children live with you
- £296.35 per week (£15,410 a year) if you are a single adult

4.7 In Islington there are currently 153 households on Housing Benefit subject to the benefit cap and 146 households in receipt of Universal Credit benefit capped that are in receipt of a Discretionary Housing Payment.

4.8 From 1 April 2020 Local Housing Allowance figures increased to cover at least 30 per cent of market rent in the area. Local Housing Allowance rates are used to calculate Housing Benefit or the Housing Costs part of UC for tenants renting from private landlords.

The change in LHA rates in Islington is summarised below.

2019 LHA weekly rates

Area	Shared	1 bed	2 bed	3 bed	4 bed
Central London	£144.84	£276.51	£320.74	£376.04	£442.42
Inner East London	£108.30	£273.02	£320.74	£376.04	£442.42
Inner North London	£106.89	£276.51	£320.74	£376.04	£442.42
Outer North London	£90.64	£211.84	£263.00	£324.57	£388.65

2020 LHA weekly rates

Area	Shared	1 bed	2 bed	3 bed	4 bed
Central London	£154.19	£295.49	£365.92	£441.86	£593.75
Inner East London	£136.30	£295.49	£365.92	£441.86	£585.70
Inner North London	£147.29	£295.49	£365.92	£441.86	£593.75
Outer North London	£113.11	£241.64	£299.18	£356.71	£414.25

- 4.9 In response to COVID-19 the Department for Work and Pensions (DWP) made several changes to process that will impact those claiming or already on UC:
- All face-to-face assessments for health and disability-related benefits were temporarily suspended
 - Payments for Personal Independence Payment, ESA, UC or Industrials Injury Disability Benefit will continue to be made as normal
 - Those unable to attend jobcentre appointments because they were self-isolating in line with Government advice or had been diagnosed with COVID-19 will not be sanctioned if they tell DWP in good time
 - UC Claimant commitments will be reviewed to make sure they are still reasonable. Those staying at home due to coronavirus will have the mandatory work search and work availability requirements removed to account for a period of sickness
 - UC claimants that have or may have been affected by coronavirus must contact their work coach as soon as possible by using the online journal or calling the UC helpline. The online journal is the UC account that the claimant has a login and password for, DWP communicate with the claimant via the online journal
 - UC claimants who are working and staying at home on Government advice should report this in the usual way via their online journal
 - The amount of UC received will be amended as earnings change if a person is now working fewer hours including furloughed or self-employment
 - Self-employed UC claimants who are required to stay at home or ill as a result of coronavirus will not have the minimum income floor applied whilst they are affected
- 4.10 Claimant commitments have now re-commenced and DWP work coaches are in the process of contacting all new and previous UC claimants. New staff are being recruited to increase capacity for processing paying claims and in jobcentres where the focus is on helping people into work.

5. Universal Credit – impacts of COVID-19

Support for claimants

- 5.1 During the first six weeks of lockdown, almost 2 million new claims for Universal Credit were made nationally. As DWP struggled to cope with this unprecedented demand, work coaches and telephony staff across the country were diverted to help UC Processing Teams to get new claims up and running. Jobcentres, including the two Islington jobcentres were closed for all but emergency contacts and the requirements around attending in person to verify a new claim, and to agree a claimant commitment were temporarily suspended.
- 5.2 Employment support through work coaches was temporarily withdrawn as staff were focused on the claims process. Here in Islington, DWP used the claimant journal for all new claimants to include a message on the employment support available through iWork and our wider Islington Working partnership.
- 5.3 Help to Claim services provided through Citizens' Advice, were forced to halt their face to face offer and move to telephone support. Islington Citizen's Advice runs Help to Claim sessions in both Islington jobcentres and these are temporarily suspended. Feedback from CA and other Islington advice agencies was that the anticipated increase in phone calls for help with UC claims did not materialise. This could be because a large proportion of the

new cohort claiming UC during COVID-19 have been able to make the claim themselves. We will keep this under review with CA and other Islington advice agencies.

Payment timelines

- 5.4 The DWP policy to focus staff resources away from employment support to getting claims set up and paid had positive results, with 95% or more new claims in Islington receiving their first payment in full and on time. This was crucial at a time when so many people were facing severe financial hardship as earnings fell or disappeared due to lockdown. Pre-COVID, the average proportion of new claims paid in full and on time was around 90%. However, now that work coaches / telephony staff are returning to their core role, payment timelines have fallen again to around 90%. This is something we will be keeping an eye on in regular meetings with DWP.

Number of UC claimants in Islington

- 5.5 DWP publish data on Universal Credit claims on their public website – Stat-Xplore, normally 2-6 months in arrears of real time depending on the dataset. Latest data (to end May 2020) on the number of households claiming Universal Credit indicates that, as of May 2020, there were 17,847 Islington households claiming Universal Credit – a significant increase on the 9,881 at the end of February 2020 before COVID-19. The majority of these households (12,033) were single, with no dependent children. Around 5,000 households had dependent children, the majority of which (3,814) were single parent households.
- 5.6 A separate DWP dataset provides slightly more recent data on the number of people claiming Universal Credit, broken down by employment status and gender. Latest data, to end of June 2020, indicates that there were:
- 21,275 Islington residents claiming UC
 - 14,521 (68%) of these were not in employment. This split between those in employment and those not in employment is similar to the position pre-COVID
 - There are more women than men claiming UC
 - But men claiming UC are far more likely to be not in employment (73%) compared to women (64%)

June 2020	Not in employment	In employment	Total
Men	7,569	2,802	10,374
Women	6,948	3,956	10,898

- 5.7 In Islington, we have a strong working relationship with both our local DWP colleagues in the two Islington jobcentres and with the DWP processing centre in Belfast which has responsibility for all London claims. They have been able to share more local intelligence on Universal Credit claimants in Islington. Our Belfast lead has been providing us with up-to-date figures on the number of Islington claimants on a weekly-fortnightly basis. Claimant caseload numbers since mid-March 2020 are as follows:

Jobcentre	11 Mar 20	1 Apr 20	10 Apr 20	17 Apr 20	23 Apr 20	4 May 20	11 May 20	18 May 20	25 May 20
Barnsbury	7,947	11,092	12,134	11,694	13,113	12,724	13,646	14,015	14,284
Finsbury Park	5,409	8,108	8,821	9,180	9,625	9,973	10,203	10,560	10,729
Total	13,356	19,200	20,955	20,894	22,501	22,697	23,849	24,575	25,013

Jobcentre	1 Jun 20	8 Jun 20	12 Jun 20	22 Jun 20	29 Jun 20	13 Jul 20	3 Aug 20	14 Aug 20	21 Aug 20	4 Sep 20
Barnsbury	14,282	15,430	16,956	15,924	15,523	16,288	15,900	16,001	16,186	16,467
Finsbury Park	10,911	10,041	11,156	11,354	11,368	11,677	11,701	11,794	11,950	12,112
Total	25,193	25,471	28,112	27,278	26,891	27,965	27,601	27,795	28,136	28,579

- 5.8 These figures indicate a significant increase in the number of UC claimants between mid-March (pre-COVID) and mid-June, with numbers more than doubling in just three months, (compared with a steady 350-450 new claims per month in the period June 2018 to February 2020).
- 5.9 The figures show that Barnsbury Jobcentre has a higher UC caseload than Finsbury Park. This has been the case consistently since UC was rolled out in Islington in 2018, and is largely due to the fact that Barnsbury has a larger catchment area. However, if we look at the impacts on claimant numbers since the outbreak of COVID, Finsbury Park has seen a 123% increase in its caseload since March 2020, compared with a 107% increase for Barnsbury, and a 105% increase across North London (which is currently the highest percentage increase in any DWP district nationally). This suggests that residents in the north of the borough have been disproportionately economically affected by COVID-19.
- 5.10 Numbers over recent weeks have stabilised but, as yet, show no sign of reducing as lockdown eases and people return to work. There is a real risk that the end of the government's furlough scheme in October may see a further spike in numbers of claimants out of work and claiming Universal Credit. We are monitoring the position closely with regular meetings with DWP.

Profile of new claimants

- 5.11 Whilst we have a clear sense of the numbers of new UC claimants, DWP data does not provide any insight into whether these are newly unemployed, or furloughed, of gig economy / self-employed. However, work coaches in the two Islington jobcentres have now started to make contact with all new claimants to assess their current employment position and future needs and have shared their insight with us.
- 5.12 *Key sectors new claimants have come from*
- High proportion from the **Creative sectors** – TV, photography, script writing – declared themselves to be self-employed – so it is feasible that they may naturally return to their sectors once things pick up
 - Also large numbers from the **Retail, Hospitality and Construction sectors** – however, with many retailers e.g. John Lewis, closing stores, retail may not be a viable sector in the longer term and these people may need support to retrain for another sector
 - Small numbers with high level **Technical** skills sectors e.g. Engineering, Architects – these will hopefully navigate their way back into work as lockdown eases

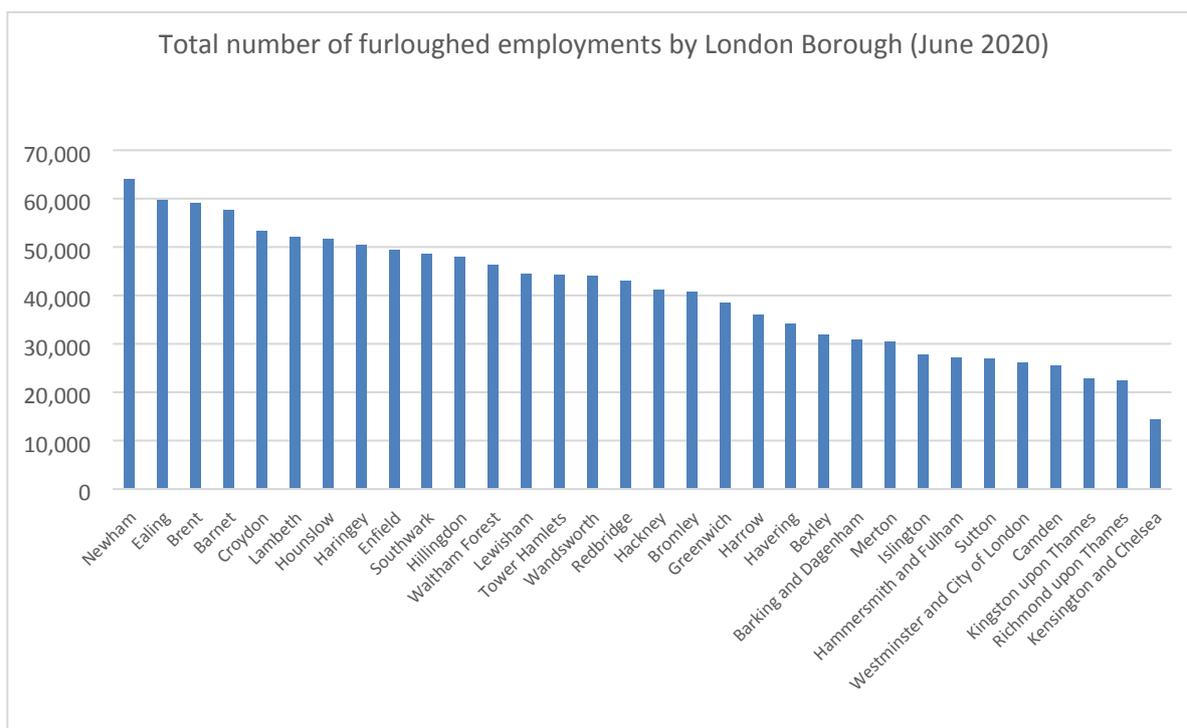
- Quite a number of claimants in the **Beauty industry**: massage therapists, hairdressers and beauty therapists – these sectors are now reopening so the claimant may well be able to move back into work – though those who deliver mobile services (e.g. to people’s homes) may struggle
- **Music sector** – this could prove difficult to move back into as events are still largely closed

5.13 *Other points of interest*

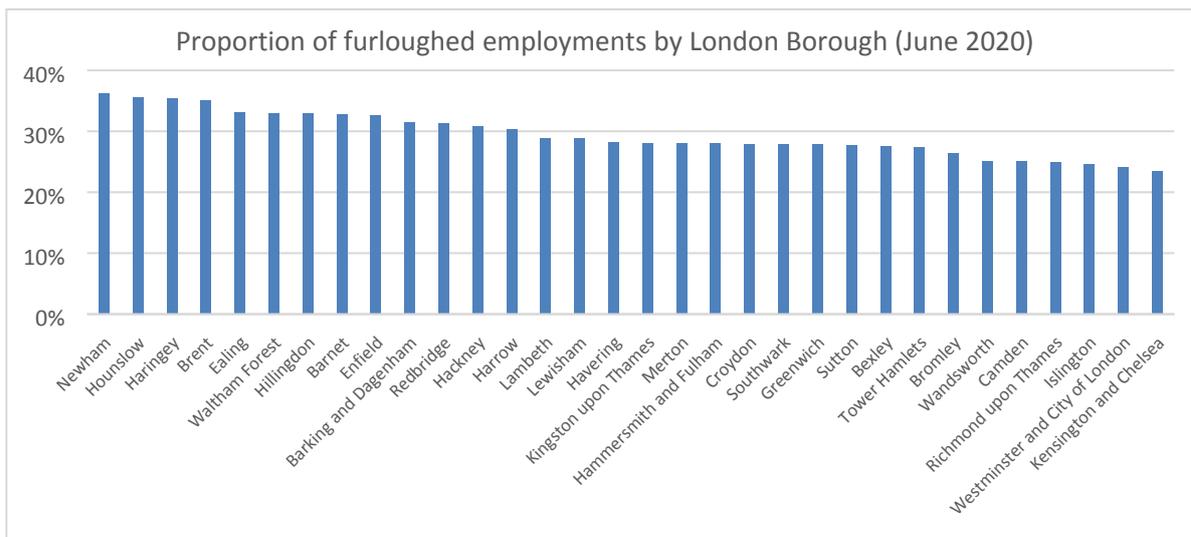
- Work coaches reported low interest in apprenticeships (seen as ‘something for kids’) – but these do provide an opportunity to retrain, particularly with government incentive schemes so we may need to find a way to ‘rebadge’ these to make them appeal to adults
- Low numbers of claimants who declare themselves as furloughed
- Initially there was an increase in the numbers of **private sector tenants** claiming UC in Islington – however, further exploration found **a link to fraud** – people from other areas of the country giving a London address to claim higher housing element and advance payments. These claims are suspended whilst DWP looks into them

Residents who have been furloughed

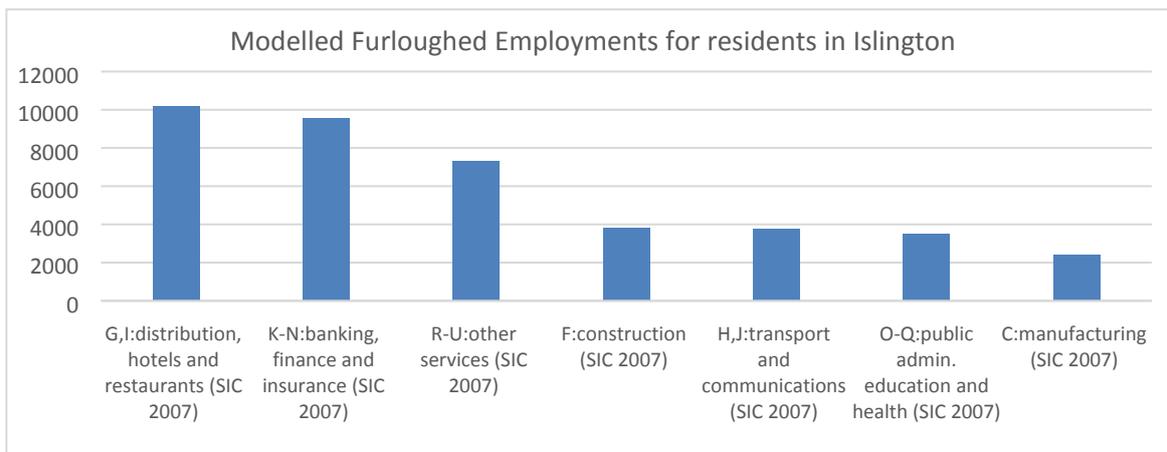
5.14 HMRC data on the Coronavirus Job Retention Scheme for each local authority indicates that 27,800 ‘employments’ have been furloughed in Islington. This refers to the address of the person (i.e. Islington residents) rather than where the job is.



5.15 Islington has had the third lowest proportion of employments furloughed of all London boroughs, at 24.6%, and is in the lowest 15 nationally.



5.16 HMRC data on furloughed employments also includes modelling of the key sectors where employments have been furloughed. For Islington residents, the highest number of jobs furloughed have been in 'Distribution, Hotels and Restaurants', largely due to the major impact on the visitor economy and the wider sector. The Banking, Finance and Insurance sector has also seen a large number of furloughed residents.



5.17 It is not possible to cross-refer data on furloughed employments with DWP data on UC claimants to establish how many fall within both groups. Anecdotal evidence from DWP is that relatively few of new claimants have been furloughed.

5.18 There is real concern that we may see a further spike in UC claims when the Coronavirus Job Retention Scheme ends in October if not all 27,800 furloughed jobs are continued. We are forecasting into our financial planning for 2020/21 a further increase in benefit claimants as the furlough scheme ends. This will likely see an increase in UC claimants, leading to more Council Tax Support claimants and increased demand on the Residents Support Scheme. We are keeping a close eye on this with regular meetings with DWP colleagues.

6. Universal Credit and Housing

6.1 The pandemic has seen a significant increase in the numbers of Islington tenants moving to Universal Credit. Since March 2020, a further 1,352 tenants have made a claim for UC, most of these within the first two months, bringing the total to 5,340 council tenants now claiming UC.

Impacts of COVID-19 on rent arrears

6.2 Total rent arrears across all council properties has increased significantly since COVID-19, with the current total (as of 11 August 2020) sitting at a record high of £8.51million, up £1.9million since 15 March 2020 (compared to an increase of £690,000 in the same period last year).

6.3 The government introduced a temporary ban on evictions at the start of lockdown to prevent landlords taking eviction action against private or social sector tenants who ran up arrears as a result of any loss in earnings as a result of the pandemic. This was due to end on 23 August 2020 but has now been extended by the government for a further four weeks. Whilst the ban offers some breathing space for renters, there is a real risk that they will build up significant levels of debt which will be difficult or impossible to pay back, causing stress and anxiety for residents, and presenting a financial risk for landlords, including the council.

6.4 UC tenants account for the majority of the total arrears – their combined level of arrears was £5.2m (end July 2020). This is because:

- UC tenants are more likely to be in arrears: 67% of all tenant households on UC are in arrears compared to 37% of those on Housing Benefit
- Of those accounts in arrears, UC tenants have a higher average arrears (£1,464) compared to Housing Benefits tenants (£335).

As more tenants move over the UC, the position is expected to worsen.

6.5 There are currently 25% of council tenants on UC on an Alternative Payment Arrangement (APA), this means the housing element of the UC is paid directly to the council as the landlord. The APA figure increases to 33% for UC cases in arrears.

London Councils research on the impact of Universal Credit on rent arrears

6.6 Recent research, commissioned by London Councils and undertaken by The Smith Institute, looked at the impact of Universal Credit on rent arrears across 12 London boroughs (including Islington). The report – *'Falling Behind: the impact of Universal Credit on rent arrears for council tenants in London'* – found that:

- Tenants' rental balance worsens for the majority after they claim UC
- Rent arrears are high in the initial weeks as tenants move on to UC and are not repaid
- On average tenants build-up £240 of rental arrears after they make a UC claim
- In the initial week the majority of accounts are in arrears - suggesting payment issues are not confined to a minority but are widespread
- A minority of larger under payers contribute significantly to the total level of arrears
- Alternative Payment Arrangements (APAs) slow the growth of such large arrears and their early use does so faster.

6.7 The main findings suggest:

- The level or likelihood of new rent arrears after a claim for UC cannot be predicted from the level of arrears at the time the claim is made.
- The high level of arrears in initial weeks suggest that efforts to reduce the wait between a successful claim and a tenant receiving payment would help reduce arrears, which appear hard to pay down.
- Advances are available for those making new claims for UC and who need money urgently. While advances are not identified in the report, the availability of advances seems not to prevent significant and lasting new arrears from occurring.
- New arrears may be hard to pay down due to other features of the UC system. First, UC is paid one month in arrears which effectively creates a cash-flow loss for claimants and social landlords compared with the legacy system – especially for council tenants. Second, that loss may be compounded by the very high levels of deductions from ongoing benefit that are a feature of UC that are known to affect large numbers of claimants.
- The impact that APAs suggests that greater freedoms for tenants and landlords to have UC payments made directly from DWP to landlords should be considered as a way of reducing arrears. One option would be to direct payment to the landlord as the default option, as in Northern Ireland.

Detailed findings

6.8 *How rent arrears change*

- Arrears are high as tenants move onto UC. Two-thirds of tenants underpay in the first week with 30% of rent owed in the first week going unpaid.
- Weekly arrears decline to around 5% of rent owed in week 9 and decline to being in balance by week 20.

6.9 *What impact could this have on councils?*

- The rent arrears that accumulate in the initial weeks are not found to be paid back.
- The results show that on average rent arrears by the end of the period (week 27) are around £240.
- This equates to around 8% of rent owed. Rent arrears for councils across their stock are around 3%.
- On this basis, moving working age council tenants from housing benefit to UC in London could cost around £23m.

6.10 *Large underpayments and underpayers are important to the level of arrears*

- One in three (35%) of accounts in the first week on UC underpay by 75% or more. This drops to around one in ten by week 20.
- These larger underpayments contribute to two thirds of the value of total underpayments.
- Larger underpayers disproportionately contribute to arrears. Those with the highest 20% of arrears contribute to half of the total arrears.
- Those accounts that consistently underpay contribute most to arrears. The 15% of accounts that underpay three quarters of the time amass 62% of total arrears.

6.11 *Arrears build up before the UC Rent Verification date*

- The analysis shows that arrears start to accumulate before the UC Rent Verification (UCRV) date.
- Arrears rise from around 2%-4% four months prior to the UCRV date to around 6% by two months before, rapidly rising to 17% a week before the UCRV date after which they increase to over 30% on the week of UCRV date.
- On average this results in a rise of just under £400 between eight weeks before the UCRV date and 12 weeks after (for those accounts that data is available).
- These arrears that build up are not paid down.

6.12 *Alternative Payment Arrangements (APAs) make a significant difference*

- One in five (20%) of accounts had an alternative payment in place, which means their housing element of UC is paid directly to their landlord.
- APAs appear to have a significant impact on limiting further arrears.
- For those accounts, arrears average 48% before the APA was in place. At a similar point arrears totalled 18% for non-APA accounts. After that point arrears average around 10% for both APA and non-APA accounts.
- For accounts with two-months of arrears, those with APAs saw arrears rise by £279 but those without APAs saw a larger rise – averaging £640.
- Early use of APAs also matters, those with APAs within four weeks of the UCRV date had £337 of arrears by week 13. However, arrears rose to £692 for those whose APA was in place eight weeks after the UCRV date.

6.13 The report makes three recommendations:

1. Reduce the five-week wait to help prevent the build-up of large arrears in the period. While this change is being implemented advance payments should be replaced with a non-repayable grant to provide immediate support to claimants.
2. Greater use of APAs by social landlords to reduce the number of tenants with large arrears.
3. Direct payment to landlords as the default to more fully reduce the number of tenants with large arrears.

6.14 The government has listened to local authorities and made a change to the timetable for paying Alternative Payment Arrangements. We will now get APAs paid at the same time the claimant gets their UC payment. Previously there were delays which made it difficult to reconcile payments. However the arrears part of APAs will continue to be four weekly. Hopefully this will change in the future.

7. Financial assistance

7.1 Hardship Funding

As part of its package of measures to tackle the economic impacts of COVID-19, the Government allocated a £500 million Hardship fund to Local Authorities to support vulnerable people and households. Islington received £3,879,455 for 2020/21. The primary aim of the fund is to provide council tax relief to working age residents who are in receipt of Council Tax Support, in the form of a further rebate of up to £150, on top of their Council Tax Support.

7.2 Hardship payments were made to around 17,000 existing Council Tax Support claimants in May 2020 totalling £2.1million. All new CTS claimants of working age are also being awarded the up to £150 rebate on their Council Tax bill for 2020/21. Total spend to date on the Hardship Fund is over £2.38million. Any surplus remaining from the grant could be used to top up our Resident Support Fund.

Resident Support Scheme

7.3 Islington’s Resident Support Scheme, introduced in 2013, provides a financial safety blanket for residents facing severe financial hardship. It offers four different categories of support:

- Crisis Provision: food and fuel vouchers to cover basic necessities
- Community Care: grants to purchase essential household items
- Discretionary Housing Payment: DWP funding to mitigate impact of housing welfare reforms
- Council Tax Welfare Provision: Council Tax reduction in exceptional personal circumstances or exceptional hardship

7.4 At the start of lockdown, we urgently reviewed the criteria and processes relating to Crisis Provision to meet the increased demand from those facing severe financial hardship as a result of COVID-19. Key changes were as follows:

- Eligibility extended to include residents making a claim to Universal Credit and facing severe hardship whilst awaiting their first payment. This includes those made redundant due to COVID-19, those facing a reduction in income due to being furloughed, self-employed or on zero hours contracts (previous eligibility was restricted to those facing a crisis e.g. fleeing a fire, flood or domestic violence)
- Amount of Crisis awards (in the form of grocery vouchers) doubled for UC claimants to reflect the fact that they will have little or no income until their first payment is made
- Revised amounts are £50 for a single person, £90 for a couple, £180 for a family of four, and £88 dual fuel voucher
- Households on UC will be able to apply for a second award later in the year in exceptional circumstances e.g. further delays to their payments
- Additional £25k contribution from Islington Giving to add to Resident Support Scheme funds for 2020/21. Additional £5k secured from Cloudesley (one of our RSS funding partners) to provide Crisis support to families who have No Recourse to Public Funds (NRPF)
- Application process extended to accept self-referrals from residents (emailing the RSS team, contacting We Are Islington, or through a volunteer), as well as referrals from trusted partners
- Processing and decision making speeded up to provide rapid response and, as well as the option for vouchers to be posted, households can opt to collect them in person or have them delivered to their home

7.5 There has been a significant increase in the number of Crisis awards since the outbreak of COVID-19, particularly in the immediate weeks after lockdown. In April, grants awarded spiralled to 650, reflecting the level of demand as Islington residents started to feel the impact of lockdown on their jobs and income.

Crisis awards:	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Total	
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16.03.20 - 28.08.20	147	650	132	46	21	45	1,041	
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- 7.6 Total spend on Crisis awards since March currently stands at £152,949, of which £100,000 was paid out in April. In an average year total spend on Crisis Provision is £12,000 to £14,000.
- 7.7 Levels of demand have stabilised in recent weeks but are still higher than experienced in previous years. It is possible that we will see a further spike in demand when the furlough scheme ends in October. Cripplegate Foundation have already provided a further £25,000 to the RSS pot to help meet the additional demand for Crisis. We are also looking at the potential for any residual funding from the Hardship Fund to top up the Crisis Provision funding pot if required.
- 7.8 The data collected as part of the application for a Crisis Grant provides insight into key groups who have been most economically impacted by COVID-19. Key messages are that:
- The main reasons for requesting a grant are due to job loss / furlough, additional expenses of self-isolation / lockdown, and additional expenses due to school closures
 - The vast majority of applicants live in social housing
 - 66% of all applicants were women
 - 33% were Black (Black British, African or Caribbean) and 27% were White British

8. Scrutiny of Universal Credit – update on letters to Minister

Recommendations from PPSC Scrutiny of Universal Credit

- 8.1 On the 10 March 2020, the Executive Member for Finance and Performance wrote to the Secretary of State for Work and Pensions setting out the recommendations that resulted from the Policy and Performance Scrutiny Committee’s (PPSC) review of Universal Credit.
- 8.2 This was followed up with a letter dated 27 April 2020 from the Executive Member for Finance and Performance to the Secretary of State for Work and Pensions, which acknowledged the challenges faced by the DWP during COVID-19. The letter focused on one key change to universal credit, the minimum five week wait for first payment.
- 8.3 A response was received from government in a letter dated 18 July 2020 from Will Quince MP – Minister for Welfare Delivery. The response is split into four topic areas below.
- The Initial Assessment Period*
- 8.4 Nobody has to wait five weeks for a payment under Universal Credit. Advances allow new claimants to request additional support during the first assessment period. Advances can be repaid over a year, allowing new claimants to receive 13 payments during that period instead of 12. Universal Credit is assessed and paid monthly. It is paid in arrears for each calendar month and the amount will not vary to reflect the number of days in the month. Universal Credit is usually paid in a single monthly sum to households. The way in which payment dates are assigned in Universal Credit is determined by the date of entitlement. The assessment period runs for a full calendar month from the date of entitlement and the Universal Credit pay date will be seven calendar days after the end of the initial assessment period. Subsequent pay dates will be the same each month. The claimant should receive their first Universal Credit payment after five weeks. It is not possible to

award a Universal Credit payment as soon as a claim is made as the first assessment period must run its course before entitlement to Universal Credit can be calculated. Budgeting support is also available for anyone who needs extra help. Advances are generally recovered over the following 12 months and, from October 2021, the maximum repayment period will be extended to 24 months. Claimants can ask for repayments to be delayed for up to 3 months if they can't afford them. We know that many tenants are arriving on Universal Credit with pre-existing rent arrears, which Universal Credit actually appears to be helping to clear over time. We have previously introduced a package of support to help prevent rent arrears, including additional payments of two weeks of Housing Benefit to support claimants as they transition onto Universal Credit, and removing the 7-day waiting period for new claims.

Childcare costs

- 8.5 Childcare is essential in enabling parents to work, although we recognise that this can cause additional financial difficulty. Universal Credit claimants are therefore able to claim up to 85 per cent of their childcare costs, compared to 70 per cent on the legacy system. There is also help with upfront childcare costs for starting work that is available through a non-repayable Flexible Support Fund award for eligible claimants and assistance is available through Budgeting Advances, subject to eligibility conditions. The Universal Credit childcare policy aligns with the wider Government childcare offer, which includes free childcare hours for children between two and four years and tax free childcare. Eligibility for children aged two requires household income to be less than £15,400 a year after tax, not including benefit payments. Claimants can utilise both the free childcare entitlement and Universal Credit childcare costs in conjunction with each other for the relevant hours. This helps to alleviate reasonable childcare costs as a barrier to work.

Habitual Residence Test

- 8.6 Access to benefits for non-UK nationals depends on their immigration status. All non-UK Nationals are permitted to claim income-related benefits if they are legally and habitually resident in the UK and satisfy the eligibility conditions. Those that are required to provide evidence of their right to reside are subject to the Habitual Residence Test. This contains two elements: an assessment of the legal right of residence and an assessment of factual habitual residence. All of our Decision Makers go through specific training on making decisions on the Habitual Residence Test. They are fully supported by mentors and must pass rigorous training standards. EU citizens who are exercising a qualifying right to reside, such as worker or self-employed status, and are habitually resident in the UK will pass the Habitual Residence Test and be eligible to access benefits. This is in line with UK and EU law. However, the Department has no powers to award taxpayer-funded benefits to an individual whose Home Office immigration status specifies no recourse to public funds. Non-UK nationals and family members who are issued with a residence permit with a 'no recourse to public funds' condition are not eligible to access taxpayer-funded benefits such as Universal Credit. Due to changes introduced in response to the COVID-19 pandemic, claimants will not need to attend a Jobcentre Plus office with their documentary evidence and this will continue until further notice. They will however, be advised that we might need to see their documents in future to support their eligibility to receive benefit. Decision Makers will of course, need to verify as far as possible what the claimant has told us and will seek to do this by, for example, liaising with the Home Office.

Landlord Portal

- 8.7 The Landlord Portal has been rolled out to 771 landlords who collectively manage around 96 per cent of the total Social Rented Sector housing stock. Our Trusted Partner scheme also allows social landlords to play a key role in engaging with their tenants who are on Universal Credit, helping those who cannot manage their housing payments to access the support available and to request that managed payments are in place where appropriate. This process makes managed payments as quick and easy as possible. Social landlords have told us that receiving their payment at the same time as their tenant does where a Managed Payment to Landlord (MPTL) exists, and being able to access a schedule of payments on the Landlord Portal, would greatly improve their ability to manage payments and reconcile Universal Credit Housing Costs. Currently, payments to social landlords are made using the Third Party Deductions Scheme which has a fixed four weekly payment cycle. Where a landlord has multiple properties with MPTLs, they will receive a single aggregated payment for all their tenants on a 28-day cycle and a schedule will be sent to them with a breakdown of all payments. We have designed and tested a feature to align the payment of the Universal Credit housing element to a social landlord with a claimant's Universal Credit payment date. We have introduced this feature with a few landlords and will look to introduce across the sector once we have managed the impact of Covid-19 which is our current focus. As soon as we are able to, we will work with landlords to develop a timetable for introduction. Additionally, it may be of interest that the Department is improving the way in which tenants of social rented sector landlords record rent increases and will be continuing to improve this process for future rent change exercises.

Letter relating to 53 week rent year

- 8.8 On the 4 March 2020 the Executive Member for Finance and Performance wrote to the Secretary of State for Work and Pensions setting out the councils concerns regarding the 53 week rent year.
- 8.9 A response was received from the government in a letter dated 18 March 2020 from Robert Watling – Head of the Ministerial Correspondence Team. The response disputed that there is a problem with a 53 week year, but acknowledged that the Department is considering whether the formulation around weekly rents should be amended.

9. Recent reports of interest on Universal Credit

- 9.1 In addition to our own scrutiny of Universal Credit, we have commissioned detailed research on the impacts of the Habitual Residency Test and have also closely followed other reviews of Universal Credit. Below is a summary of recent reports on Universal Credit that may be of interest to the committee.

Testing Times: Universal Credit and the Habitual Residency Test

- 9.2 An Islington Council commissioned report was published in July 2020 by the Institute for Public Policy Research (IPPR). The main conclusions of the report are as follows:
- 9.3 In the last 12 months of available data, over 400,000 claims to UC were associated with a Habitual Residency Test (HRT). Those who fail the test will in many cases be unable to access UC or any other financial support. Disputing a decision by the DWP is a long and drawn-out process, driven by considerable tribunal waiting times, where claimants have zero entitlement throughout.

- 9.4 Despite the pivotal role that the HRT plays in the outcomes for these claimants, evidence suggests that the government has a poor understanding of how the test functions, given the large number of rejected requests for information from parliamentarians and the public. This is a basic transparency issue; there is no published data available to understand the extent to which HRT decisions are overturned at tribunal. As such, although we know that around 45,000 claims to UC were closed due to the failure of a HRT in the past 12 months of data, we cannot determine how many of these could be in error. As the HRT will likely continue to be relevant for years to come, the DWP should invest to gain a better understanding of how it functions.
- 9.5 Decisions can be incredibly complex, particularly with respect to the “right to reside” condition for EEA citizens. Claimants have difficulty navigating this and vulnerable claimants in particular face challenges retrieving evidence to prove that they meet the criteria. The system does not provide any support for this group and claimants are worse off as a result. There are wider issues from assumptions around digital literacy to poor communications.
- 9.6 The EU settlement scheme will in many cases make issues simpler for claimants – but this is not a silver bullet as there are millions of claimants with pre-settled status who could need to access the welfare system, for whom the HRT will remain relevant.
- 9.7 In the context of the COVID-19, IPPR believes that such restrictions on the benefit system for migrants are not appropriate and that the HRT should be suspended for at least the duration of the crisis. People unable to access the benefit system at this time will have great difficulty accessing employment and it is unlikely they would be able to take the potentially drastic option of leaving the UK to access the benefit system in their own country, leaving them with no options. This will also place further huge burdens on stretched local governments and exacerbate the human cost of the crisis. This is at odds with the chancellor’s commitment to do “whatever it takes” in the wake of the pandemic.
- 9.8 However, even if the HRT is not suspended, there are a number of necessary urgent reforms to improve its operation for now and in future. This includes clearer communication of HRT decisions, fast-tracking of HRT decisions through the tribunal process, and improved guidance on how decision-makers should classify ‘genuine and effective’ work.
- 9.9 COVID-19 highlights the importance of an effective and universal welfare system. The HRT, as it currently operates, creates a series of major barriers for claimants, particularly affecting EEA citizens. Without changes to the current HRT process, many who are facing hardship as a result of the current crisis will be left with no social safety net altogether.
- 9.10 Stephen Timms MP, Chair of the Work and Pensions Committee, said “Over three million people have claimed Universal Credit since the beginning of March, because their work has stopped and they are not eligible for one of the Government schemes. But a surprisingly large number of people – who expected to be entitled to help – have been refused it. One of the reasons has been failing the Habitual Residence Test. I welcome this research, which shines an invaluable light on this little known and poorly defined feature of the benefit system. I hope the research will strengthen the case to reform it.”
- 9.11 The report received a good range of coverage, including articles in the [Guardian](#), [Independent](#), [I Paper](#), [New European](#) and the [Polish Express](#). It was also reported on locally by the [Islington Gazette](#) and [Islington Tribune](#).

National Audit Office

- 9.12 The National Audit Office published its latest report on Universal Credit entitled '*Getting to first payment*' on 10 July 2020. Link to report <https://www.nao.org.uk/report/universal-credit-getting-to-first-payment/>
- 9.12 The recommendations were that the Department for Works & Pensions should:
- a) Work in partnership with organisations that support Universal Credit claimants to:
 - Develop a more evidence-based understanding of why some people delay their claim for Universal Credit
 - Develop communications and other proposals to encourage people to claim earlier when it is in their interest to do so
 - Develop a better data-based understanding of the numbers of vulnerable claimants – and any direct or indirect diversity impact of its payment performance – and use this to support the needs of people who continue to struggle with making a claim for Universal Credit and
 - Deliver significant improvements in the clarity of its claimant communications, ensuring these are clear, appropriately tailored, and contain all necessary information.
 - b) Develop detailed plans to reduce fraud and error in Universal Credit
 - c) Prioritise improvements to the Universal Credit digital system to help front-line staff identify and support claimants who need more help
 - d) Assess the delivery and funding model for its Help to Claim service based on results from its planned evaluation and explore ways to use data to assess the impact of the service on outcomes including payment timeliness and
 - e) Ensure that it continues to monitor variances in the whole-life cost of its major programmes against their business case and updates Parliament on major changes when they are identified.

House of Lords Economic Affairs Committee

- 9.13 The Economic Affairs Committee published its report titled '*Universal Credit isn't working: Proposals for reform*', on 31 July 2020, which calls on the Government to make substantial changes to Universal Credit in order to protect the most vulnerable. Link to report <https://publications.parliament.uk/pa/ld5801/ldselect/ldeconaf/105/10502.htm>

Background

- 9.14 Universal Credit is failing millions of people, particularly the most vulnerable. The Economic Affairs Committee agrees with the original aim of Universal Credit but blames the scheme's design for soaring rent arrears and the use of food banks.
- 9.15 Cuts to social security budgets over the last decade is causing widespread poverty and hardship. Universal Credit needs urgent investment to catch up and provide claimants with adequate income. The temporary increase in the standard allowance in response to the Covid-19 pandemic shows that the previous level of awards was too low. The increase should be made permanent.
- 9.16 The Government is using Universal Credit to recover debt, mostly £6 billion of historic tax credit debt. Deductions of up to 30% of the standard allowance, and in some cases more, can be taken from claimants. This has left many households with less money than they are

entitled, often at no fault of their own. Tax credit debt should be written off as it is unlikely to be repaid.

- 9.17 The five-week wait for the first Universal Credit payment is the main cause of insecurity. This wait entrenches debt, increases extreme poverty and harms vulnerable groups disproportionately. The Government should introduce a non-repayable two-week grant to all claimants.
- 9.18 The way payments are calculated can result in large fluctuations in income month-to-month, making it extremely difficult for claimants to budget. The level of awards should be fixed at the same level for three months. There should be a mechanism to enable claimants to have an early reassessment if their circumstances change.

Chair's comments

- 9.19 [Lord Forsyth of Drumlean](#), Chair of the Economic Affairs Committee, said:

"Most people, including our Committee, broadly agree with the original aims and objectives of Universal Credit. However, in its current form it fails to provide a dependable safety net. It has led to an unprecedented number of people relying on foodbanks and not being able to pay their rent.

"The mechanics of Universal Credit do not reflect the reality of people's lives. It is designed around an idealised claimant and rigid, inflexible features of the system are harming a range of claimant groups, including women, disabled people and the vulnerable.

"Universal Credit needs more money to catch up after 10 years of cuts to the social security budget. It requires substantial reform to its design and implementation, the adequacy of its awards, and how it supports claimants to navigate the system and find work.

"The five-week wait for a first payment must be replaced by a non-repayable two-week grant to all claimants. The monthly payment calculations which can result in big fluctuations to claimants' incomes should be fixed for three months. Historical tax credit debt needs to be written off.

"The punitive nature of Universal Credit has not worked. It punishes the poorest by taking away their sole source of income for minor infractions. It needs rebalancing, with more carrot and less stick, particularly as large numbers of claimants will have ended up on it because of events completely out of their control."

Other findings

- 9.20 The Committee's other key findings and recommendations include:
- The Government must prioritise helping people into work, particularly with the increase in unemployment that the COVID-19 pandemic is causing. All claimants should have a work allowance, at a higher rate than now, to allow them to keep more of their award as they move into work.
 - The Government should consider reducing the taper rate to ensure that the poorest in society do not pay higher marginal effective tax rates compared to the richest in society.
 - The conditionality requirements on claimants who can look for, or prepare for work, has been increased significantly over recent years. Less emphasis should be placed on obligations and sanctions. Instead, there should be more support to help coach and

train claimants to find jobs or to progress in their current roles. Conditionality should be adapted to accommodate changing labour market conditions, including at the local level, particularly in the light of the economic impact of the COVID-19 pandemic.

- The UK has some of the most punitive sanctions in the world, but there is limited evidence that they have a positive effect. Removing people's main source of support for extended periods risks pushing them further into poverty, indebtedness and reliance on food banks. There is a substantial body of evidence which shows that sanctions harm people's mental health. The Government should evaluate the current length and level of sanctions. It should also expedite its work on introducing a written warning system before the application of a sanction. Sanctions must be a last resort.
- The Government is doubling the number of work coaches in response to potential levels of high unemployment. This may not be enough to support people to find work in a stagnant labour market with high levels of competition for jobs. A cap should be introduced on the number of cases for which each work coach can be responsible.
- Paying awards on a monthly basis does not reflect the way many claimants live. It causes unnecessary budget and cash flow problems. All claimants should be able to choose whether to have Universal Credit paid monthly or twice monthly.
- Including childcare support in Universal Credit was a mistake. Paying costs in arrears has been a barrier to in-work progression and in some cases, it has been a disincentive to work. The Government should remove childcare support from Universal Credit and be made into a new standalone benefit paid in advance.

10. Implications

Financial Implications

10.1 Financial implications are detailed in the body of the report.

Legal Implications

10.2 There are no legal implications resulting from this report.

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

10.3 There are no environmental implications relevant to this report.

Resident Impact Assessment

10.4 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.

11. Conclusion

- 11.1 Universal Credit will impact thousands of Islington residents who are on low income and claiming working age benefits. Prior to March 2020, as more residents moved to UC, we were already starting to see growing numbers struggling to make a claim, delays in payments, rising rent arrears, and an increasing number of households needing to rely on food banks.
- 11.2 There are numerous pieces of research concluding that changes need to be made to Universal Credit to improve the life chances of people who rely on the welfare safety net in times of need. It is hoped that government will listen to the weight of opinion for change and act to make improvements to Universal Credit.
- 11.3 Since the outbreak of COVID-19 and the resulting lockdown, the number of Islington residents claiming UC has more than doubled. The full impact of COVID-19 on the number of unemployed residents will not become clear until the end of the furlough scheme, when we will have a clearer picture of how many residents are able to return to work, and how many will need employment and skills support to move back into employment. The Council's new Economic Wellbeing Programme will focus on improving the economic position of residents on low income, providing support to help households become financially stable and employment support to help them secure and progress in good quality work.

Signed by:



Date: 9 September 2020

Report
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Report of: Corporate Director of Resources

Meeting of:	Date	Ward(s)
Policy and Performance Scrutiny Committee	17 September 2020	All

Delete as appropriate	Exempt	Non-exempt

SUBJECT: Budget Monitoring 2020/21 – Month 4

1.	Synopsis
1.1	The Resources Directorate produces regular budget monitoring reports on the council's current financial position to allow the Executive to fulfil its responsibility to monitor the budget and make decisions relating to budget revisions and the allocation of contingency funding.
1.2	The Policy and Performance Scrutiny Committee's Terms of Reference also include the responsibility to consider matters relating to the financial position of the council. Therefore, the latest budget monitoring report is submitted to meetings of the Policy and Performance Scrutiny Committee.
2.	Recommendations
2.1	To consider and note the enclosed budget monitoring report which was considered by the Executive on 10 September 2020.
3.	Background
3.1	The council is required by law to conduct its business efficiently and to ensure that it has sound financial management policies in place that are strictly adhered to. Reviewing the

	budget from time to time during the year and taking any such actions as is deemed necessary is the responsibility of the Executive. The monitoring of the budget by the Policy and Performance Scrutiny Committee provides an additional level of assurance.
4.	Implications
4.1	The implications are detailed in the enclosed report.
5.	Reason for recommendations
5.1	To enable the Policy and Performance Scrutiny Committee to fulfil its obligation to consider matters relating to the financial position of the council.

Appendices

- Report to the Executive: Budget Monitoring 2020/21 – Month 4 and associated appendices.

Final report clearance:

Signed by:		
	Corporate Director of Resources (Section 151 Officer)	Date



Report of: Executive Member for Finance and Performance

Meeting of	Date	Ward(s)
Executive	10 September 2020	All

Delete as appropriate	Exempt	Non-exempt
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2020/21 BUDGET MONITORING – MONTH 4

1. SYNOPSIS

- 1.1 This report presents the forecast outturn position for the 2020/21 financial year as at the end of month 4 (31 July 2020). The in-year budget position remains very uncertain due to the COVID-19 crisis, as the situation is continually changing based on government guidance and emerging actual cost data. The COVID-19 related budget pressures in this report will form the basis for the next COVID-19 financial return to MHCLG (with a deadline of 4 September 2020).
- 1.2 Overall, the council is currently estimating total COVID-19 related budget pressures of approximately £64m (comprising £19m additional costs and £45m income losses), including Housing Revenue Account (HRA) and potential council tax and business rates income losses that would impact future year budgets. This is an increase of approximately £2.5m since the month 3 forecast. The main reason for this increase is a presentational change whereby the net parking related income pressure has now been disaggregated between gross COVID-19 parking income losses and additional projected income from the Low Traffic Neighbourhood and School Streets programmes.
- 1.3 The council has received non-specific government grant funding of £18.5m as a contribution towards our extra costs as we deliver the local response to this crisis, which leaves a total funding gap of approximately £45m. Any residual shortfall not funded by central government would significantly weaken the council’s balance sheet and reserves, which would then need to be replenished in future financial years.
- 1.4 The government has announced an income loss scheme whereby local authorities can claim back funding for 75% of income losses from sales, fees and charges, where these losses are greater than 5% of the council’s planned income receivable. To qualify, income losses must be directly linked to the delivery of local services, and commercial and rental income are excluded. Whilst

awaiting more detailed guidance from MHCLG, any additional funding that the council could potentially receive from this scheme is not yet reflected in the budget monitoring forecast.

- 1.5 Within the overall position outlined above, there is a forecast General Fund overspend of (+£40.310m), comprising COVID-19 related budget pressures of (+£45.558m) and other net forecast underspends of (-£5.248m). After the application of COVID-19 government grant funding of £17.277m (£18.542m non-specific government grant received to date less £1.265m applied in 2019/20), this leaves a forecast net General Fund overspend of (+£23.033m) in 2020/21. This is a net improvement of (-£0.560m) since the month 3 forecast, comprising (+£3.978m) increase in COVID-19 related pressures and (-£4.538m) increase in other net forecast underspends.
- 1.6 The forecast in-year position for the ring-fenced HRA is a deficit of (+£3.990m, a decrease of -£1.500m since month 3), which relates in full to COVID-19 pressures.
- 1.7 Further management actions and efficiencies are required in order to reduce the in-year overspend where possible. Departments are asked to continue to review their budgets to assess further scope to reduce COVID-19 pressures and/or deliver underspends in other areas.
- 1.8 The forecast position includes £13.1m potential council tax and business rates income losses (unchanged since month 3) that would impact future year budgets. This is an initial prudent assessment of the potential in-year losses and subject to change significantly as more reliable collection data emerges. The actual budgetary impact will depend on the wider economic outlook, including the extent to which arrears can be recovered and any ongoing decrease in the tax base (e.g. increased council tax support caseload, empty business premises).
- 1.9 The COVID-19 crisis (and particularly the lockdown period) is also expected to lead to significant slippage of the 2020/21 capital programme into 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 that, after the application of COVID-19 government grant funding, there is a forecast net General Fund overspend of (+£23.033m) in 2020/21. (**Section 3** and **Table 1**)
- 2.3. To note that the council is facing total COVID-19 related budget pressures of approximately £64m and, after government grant received to date, a net gap of approximately £45m (including HRA and potential council tax and business rates income losses). (**Paragraphs 3.2-3.3**)
- 2.4. To note the latest existing saving tracker, unchanged since month 3. (**Paragraph 4.36, Table 2** and **Appendix 3**)
- 2.5. To agree that departmental cash limits be adjusted with effect from 1 July 2020 to reflect the council-wide vacancy factor. (**Paragraph 4.38** and **Table 3**)
- 2.6. To note the forecast in-year HRA deficit of (+£3.990m). (**Section 5** and **Appendix 2**)
- 2.7. To note the latest 2020/21 to 2022/23 capital programme and that the COVID-19 crisis is expected to lead to significant slippage of the 2020/21 capital programme to future financial years. (**Section 6, Table 4** and **Appendix 4**)

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**.

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

	CV-19 Related £m	Non CV-19 Related £m	Month 4 Total £m	Month 3 Total £m	Monthly Movement £m
<u>GENERAL FUND</u>					
Chief Executive's Directorate	0.000	(0.021)	(0.021)	0.000	(0.021)
Environment and Regeneration	19.792	(2.190)	17.602	16.163	1.439
Housing	1.109	0.000	1.109	1.267	(0.158)
People	16.644	(0.583)	16.061	16.173	(0.112)
Public Health	0.387	(1.391)	(1.004)	(0.942)	(0.062)
Resources Directorate	5.824	(0.032)	5.792	5.803	(0.011)
DIRECTORATE	43.756	(4.217)	39.539	38.464	1.075
Corporate Items	1.802	(1.031)	0.771	2.406	(1.635)
OVERALL (before CV-19 grant)	45.558	(5.248)	40.310	40.870	(0.560)
CV-19 grant			(17.277)	(17.277)	0.000
OVERALL (after CV-19 grant)			23.033	23.593	(0.560)
<u>HRA</u>					
In-year (Surplus)/Deficit	3.990	0.000	3.990	5.490	(1.500)

- 3.2. Overall, the council is currently estimating total COVID-19 related budget pressures of approximately £64m (comprising £19m additional costs and £45m income losses). This includes COVID-19 related budget pressures of £1.3m at the end of the previous financial year (2019/20), forecast General Fund pressures of £45.6m in 2020/21, £13.1m potential council tax and business rates income losses that would impact future year budgets and £4.0m HRA budget pressures. This is an increase of approximately £2.5m since the month 3 forecast. The main reason for this increase is a presentational change whereby the net parking related income pressure has now been disaggregated between gross COVID-19 parking income losses and additional projected income from the Low Traffic Neighbourhood and School Streets programmes. The budget position remains very uncertain, as the situation is continually changing based on government guidance and emerging actual cost data.
- 3.3. The council has received non-specific government grant funding of £18.5m as a contribution towards our extra costs as we deliver the local response to this crisis, which leaves a total funding gap of approximately £45m. Any residual shortfall not funded by central government would significantly weaken the council's balance sheet and reserves, which would then need to be replenished in future financial years.
- 3.4. The government has also announced an income loss scheme whereby local authorities can claim back funding for 75% of income losses from sales, fees and charges, where these losses are greater than 5% of the council's planned income receivable. To qualify, income losses must be directly linked to the delivery of local services, and commercial and rental income are excluded. The scheme

will be in place for the 2020/21 financial year only, so the council will need to fully budget for any income losses expected to continue in future financial years. Whilst awaiting more detailed guidance from MHCLG, any additional funding that the council could receive from this scheme is not yet reflected in the budget monitoring forecast.

- 3.5. Whilst non COVID-19 related net underspends totalling (-£5.248m) are now being forecast, further management actions and efficiencies are required in order to reduce the in-year overspend where possible.
- 3.6. Beyond 2020/21, there is currently an estimated net budget gap of approximately £58m over the 3-year financial planning cycle to 2023/24. The medium-term financial outlook for local government is the most uncertain it has ever been and there is unlikely to be any degree of certainty for some time. Even when there is some stability with regards COVID-19, the economic ramifications of the pandemic are going to take some years to play out, with an inevitable impact on public sector spending settlements going forward. The estimated budget gap will be kept under review and is subject to change significantly as further information emerges on key budget variables, including the following:
- The extent to which the council's reserves are depleted by 2020/21 COVID-19 related budget pressures and therefore need to be replenished in future financial years;
 - Ongoing COVID-19 expenditure pressures (including impact on demographic growth) and recovery of income (including council tax/business rates), and the risk of a second spike of the virus;
 - Delivery of existing agreed savings; and
 - The 2020 Comprehensive Spending Review (CSR) and future local government finance settlements, including the overall quantum of local government funding, additional social care funding and/or precept and funding distribution reforms such as the reset of business rates retention growth and the fair funding review.

4. GENERAL FUND

Chief Executive's Directorate (-£0.021m, broadly unchanged since month 3)

- 4.1. The Chief Executive's directorate is forecasting a non COVID-19 related underspend of (-£0.021m).

Environment and Regeneration (+£17.602m, an increase of +£1.439m since month 3)

- 4.2. The Environment and Regeneration directorate is currently forecasting a net overspend of (+£17.602m), comprised of (+£19.792m) COVID-19 related budget pressures and a (-£2.190m) non COVID-19 related net underspend. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.

- 4.3. The department relies heavily on fees and charges income to subsidise its services and the COVID-19 crisis has severely impacted on revenue generating activities across all service areas.

- Parking related income – there has been a substantial decrease in projected income across Pay & Display, Penalty Charge Notices and Permit & Vouchers. It is estimated that the full year impact will be a decline in parking related income of £11.302m. This is partially offset by (-£3.368m) additional projected income from the acceleration of the Low Traffic Neighbourhood and School Streets programmes to aid social distancing measures on the streets. Taking into

account both of these elements, the net change in the parking income pressure since month 3 is a decrease of (-£0.616m).

- Leisure related income – the council receives income from operating the leisure centres and from activities and events within our parks and open spaces. The current best estimate of the full year impact of this income loss is £4.805m (an increase of +£0.077m since month 3).
- Other areas such as Commercial Waste, Licensing, Energy Services, Highways, Street Markets, Local Land Charges and Pest Control services are also experiencing reduced levels of service and it is estimated that the income loss across these areas will be £3.069m (an increase of +£0.534m since month 3).

- 4.4. The directorate is also incurring additional costs in terms of agency cover for COVID-19 related sickness/self-isolation, overtime and additional contract costs to cover additional enforcement of social distancing and Personal Protective Equipment. It is estimated that these additional costs will amount to £0.566m (an increase of +£0.276m since month 3) over the course of the financial year.
- 4.5. The directorate has also provided a grant to the Angel Business Improvement District (BID) of £0.050m to support operational spend due to COVID-19 related budget shortfalls.
- 4.6. There are a number of other non COVID-19 related variances detailed in Appendix 1, including staffing pressures and risks related to the agreed vacancy factor and additional income such as the Housing Street Properties Fire Safety Inspections by Building Control and one-off income from Trading Standards penalties.

Housing General Fund (+£1.109m, a decrease of -£0.158m since month 3)

- 4.7. The Housing directorate is currently forecasting a (+£1.109m) General Fund overspend, fully attributable to the COVID-19 crisis. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**. The Housing directorate includes Voluntary and Community Services (VCS) and the council's statutory, yet unfunded by central government, duty to provide a safety net to vulnerable migrants with No Recourse to Public Funds (NRPF) – including European Economic Area Nationals, under social services legislation (including the Care Act 2014 and Children's Act 1989).
- 4.8. COVID-19 is causing budget pressures across homelessness and NRPF services. This is showing through rising client numbers, increased provider costs, additional legal challenges, extra landlord incentive payments, higher rent arrears and lost income sources. The impact of this is likely to continue for many months. The homelessness service in particular has had to alter its service provision following a number of central government instructions.
- 4.9. COVID-19 will also place pressures on key VCS partner organisations in the borough, including a loss of fundraising/earning potential, higher demand, and delays in applications from partner groups. To meet these pressures, the service estimates that it will need to draw down £0.081m of VCS contingency funding in earmarked reserves in the current financial year.
- 4.10. Underlying the above COVID-19 pressures are the continued effects of the Homelessness Reduction Act 2017. This Act is increasing the number of new homeless cases for the council and resulting in increased legal challenges.
- 4.11. Islington Lettings remains a cost pressure with long and short-term issues resulting in a high level (over 50%) of 'write offs' of uncollected rent. New management and investigations into long standing issues are expected to result in an improved financial position. These non COVID-19 budget pressures are offset by underspends elsewhere in the directorate.

4.12. In addition, the directorate has a £1.666m balance from prior years in earmarked reserves relating to prior year homelessness grants. The Executive agreed previously for this balance to be allocated against the in-year forecast overspend on homelessness services, where permissible within the terms of the original grants.

People (+£16.061m, a decrease of -£0.112m since month 3)

4.13. The People directorate (comprising Children's, Employment and Skills and Adult Social Services) is currently forecasting a (+£16.061m) overspend.

Children's, Employment and Skills - General Fund (+£7.226m, an increase of +£0.009m since month 3), Schools (Break-even, unchanged)

4.14. Children's, Employment and Skills is currently forecasting a net overspend of (+£7.226m), comprised of (+£7.809m) COVID-19 related budget pressures and risks and a (-£0.583m) non COVID-19 related net underspend. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.

4.15. The COVID-19 related budget pressures in the department include:

- (+£2.778m) forecast loss of parental fee income in Children's Centres;
- (+£0.150m) legal costs in relation to an increase in emergency child protection orders, an increase of (+£0.100m) since month 3;
- (+£0.125m) cost of providing IT hardware to enable home learning for children without access to IT hardware at home;
- (+£0.241m) increase in allowances for carers in recognition of the increased costs of caring for young people while they are at home and the provision of financial support to care leavers through the summer, an increase of (+£0.074m) since month 3;
- (+£0.130m) forecast increase in demand for crisis payments as more disabled children have remained at home due to COVID-19, an increase of (+£0.030m) since month 3;
- (+£1.052m) forecast loss of income in relation to Cardfields, the Laycock Centre, the Arts Service and the Education Library Service. We are now unlikely to see much recovery in income at Cardfields and the Laycock Centre this year due to the nature of the provision;
- (+£0.414m) forecast loss in curriculum income in relation to school trips that subsidises the cost of providing SEN transport in the borough; and
- (+£0.205m) other COVID-19 cost pressures, a decrease of (-£0.047m) since month 3.

4.16. The forecast position includes an additional (+£2.714m) of COVID-19 budget risks in relation to the cost of packages for looked after children, staffing pressures in children's social care, the continued provision of universal youth services and potential further losses in income for traded services.

4.17. The forecast non COVID-19 related net underspend of (-£0.583m), an increase of (-£0.085m) since the month 3 forecast, mainly relates to: the secure remand budget, as the council expects the recent experience of low numbers of young people being remanded to custody by the courts to continue; and the council's Universal Free School Meals programme due to the number of children being educated at home. The council continues to provide free school meals/food vouchers to those pupils who are eligible for statutory free school meals and those attending school. This is net of

base budget pressures in relation to the Post-16 bursary (+£0.070m) and Holloway Pool (£0.060m) that were funded from one-off balances/underspends in prior years.

- 4.18. A break-even position is currently forecast on the ring-fenced Dedicated Schools Grant (DSG), pending more detailed review as part of budget monitoring in future months.
- 4.19. The Children's, Employment and Skills forecast is net of assumed (-£1.901) funding from earmarked reserves for non COVID-19 related one-off costs (relating to funding transferred to reserves at the end of 2019/20).

Adult Social Services (+£8.835m, a decrease of -£0.121m since month 3)

- 4.20. Adult Social Services is currently forecasting an (+£8.835m) overspend, fully attributable to the COVID-19 crisis. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 4.21. The department is forecasting net COVID-19 related budget pressures of (+£2.881m, a decrease of -£0.121m since month 3) in relation to supporting the adult social care market and additional demand (including the risk of increased demand due to the COVID-19 Hospital Discharge Service). Other COVID-19 related budget pressures totalling (+£5.954m, unchanged since month 3) consist primarily of:
- PPE costs (+£4.099m)
 - Workforce pressures (+£0.747m)
 - Loss of client contributions (+£1.080m)
- 4.22. Adult Social Services continues to be impacted by wider demographic pressures, including increased demand for services and need of acute care. This is funded through a corporate demographic budget growth allocation.

Public Health (-£1.004m, an increase of -£0.062m since month 3)

- 4.23. Public Health is funded via a ring-fenced grant of £26.563m for 2020/21. The directorate is currently forecasting a net underspend of (-£1.004m), comprised of (+£0.387m) COVID-19 related budget pressures and (-£1.391m) underspends. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**. The net underspend will be allocated to wider Public Health expenditure being incurred across the council.
- 4.24. The main COVID-19 budget pressures are in the Sexual Health division (increased online access to STI testing and treatment and online contraception) and in the Substance Misuse division (methadone dispensing and delivery and the management of the COVID-19 situation in partnership with pharmacies, controlled medicine risk management strategy and community drug treatment services).
- 4.25. The underspends in the directorate are in the main owing to additional procurement savings in the Substance Misuse division (-£0.211m), delay in re-commissioning an oral health contract due to the inability to safely deliver this service under the current COVID-19 circumstances (-£0.138m), and changes to the tariffs and efficient procurement within the Sexual Health division (-£0.386m). The work with NHS providers on the NHS pay awards following the Public Health grant uplift has been completed resulting in an additional underspend of (-£0.656m). The position of the PrEP service rollout is currently unknown but could act to increase the Public Health underspend in the coming months.

- 4.26. In addition to the in-year forecast underspend, the directorate has a £2.123m balance from prior years in the ring-fenced Public Health reserve. The Executive agreed previously for this balance, net of any existing commitments, to be allocated to wider Public Health expenditure being incurred by the council in this current public health crisis.

Resources (+£5.792m, a decrease of -£0.011m since month 3)

- 4.27. The Resources directorate is currently forecasting a net overspend of (+£5.792m), comprised of (+£5.824m) COVID-19 related budget pressures and a (-£0.032m) non COVID-19 related net underspend. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**. The Resources cash limit is still to be adjusted to reflect the transfer of areas to the newly created Community Wealth Building division under the Chief Executive's directorate.
- 4.28. The most significant COVID-19 budget pressure in the directorate is an estimated (+£1.745m) loss of income from Assembly Hall events and registrars services (e.g. weddings) relating to cancellation of previously booked events and a lack of new bookings. In addition, there are estimated potential costs of (+£0.161k, a new pressure in month 3) related to the re-opening of the Assembly Hall, including cleaning costs.
- 4.29. The directorate is also forecasting cost pressures of: (+£0.324m) on overtime/salary related expenditure to provide extra support and assistance provided to vulnerable and self-isolating people and communities at large; (+£0.720m, less -£0.325m specific government grant funding) on crisis payments to local residents to support people who are struggling to buy the basics; and (+£0.015m) on PPE.
- 4.30. The council's planned commercial property income is also expected to be (+£0.576m, a decrease of -£0.123m since month 3) less than expected. This is due to rent waives and deferral arrangements to support local business, and the uncertain rental market causing delay to properties being let. There could also be an impact on the council's commercial property income beyond the current financial year.
- 4.31. Further COVID-19 related income losses are estimated in relation to court costs (+£0.500m, an increase of +£0.130m since month 3) and legal income from planning and property matters (+£0.075m).
- 4.32. Additional costs of (+£2.156m, an increase of +£0.003m since month 3) are estimated in relation to IT infrastructure projects due to increased home working and additional support and maintenance costs.
- 4.33. The Resources month 4 forecast is net of assumed transformation funding from earmarked reserves for non COVID-19 related IT project costs (-£2.250m) and legal case management system (-£0.180m).

Corporate (+£0.771m, a decrease of -£1.635m since month 3)

- 4.34. The latest corporate items forecast is a (+£0.771m) underspend, of which (+£1.802m) is COVID-19 related, with key variances set out in **Appendix 1** and summarised by area of the corporate budget in **Appendix 2**. This position assumes that the 2020/21 corporate contingency budget of £5.455 is required in full for in-year contingency pressures (e.g. the potential shortfall between provision for pay inflation and the pending annual pay award).
- 4.35. The (+£1.802m) COVID-19 related pressures include (+£0.378m) estimated additional costs of running the 'We are Islington' support service that are not reflected in directorate forecasts,

(+£1.384m) estimated pressure in relation to mortality management costs allocated across London councils and (+£0.040m) re-phased savings.

- 4.36. The forecast corporate budget variance includes non COVID-19 related re-phasing of savings (+£4.915m) and undeliverable savings (+£0.967m) following review at the end of the previous financial year. The movement since the savings agreed in the 2020/21 budget report, unchanged since month 3, is summarised in **Table 2** and the latest existing saving tracker is detailed at **Appendix 3**. Directorate cash limits have now been adjusted to reflect the re-profiled/undeliverable savings.

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

	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Savings agreed in 2020/21 Budget Report	9.663	11.234	2.695	23.592
Savings brought forward from prior years	4.992			4.992
Re-phased savings (COVID-19 related)	(0.040)	0.040		0.000
Re-phased savings (non COVID-19 related)	(4.915)	3.353	1.562	0.000
Undeliverable savings (non COVID-19 related)	(0.967)	(1.133)	(1.277)	(3.377)
Revised Existing Agreed Savings	8.733	13.494	2.980	25.207

- 4.37. Of the revised 2020/21 savings of £8.733m, £4.002m (46%) are currently rated Amber and the remaining £4.731m (54%) are rated Green or already achieved.

- 4.38. There are forecast corporate underspends in the following areas:

- (-£2.385m) relating to an agreed vacancy factor management action across the council with effect from 1 July 2020 (9 months part-year effect), excluding services where vacancies have to be covered for safeguarding or service performance reasons. Due to a degree of risk around the delivery of this management action, only 75% (£2.385m) of the estimated £3.180m saving is currently factored into the forecast net budget position. However, budgets will be adjusted for the full amount (**Table 3**) and directorates are required to operate within their revised cash limited budgets.

Table 3 – 2020/21 Part-Year Vacancy Factor Budget Adjustment

	£m
Chief Executive's Directorate	0.054
Environment and Regeneration	1.163
Housing	0.104
People – Adult Social Services	0.172
People – Children's, Employment and Skills	0.688
Resources Directorate	0.999
Total	3.180

- (-£1.000m) one-off underspend on the corporate financing budget, in part due to COVID-19 related slippage in the capital programme;
- (-£0.500m) underspend on assumed contract inflation (ongoing); and

- (-£3.028m) one-off underspend on demographic growth budget provision in 2019/20 (fully committed in future years) due to additional government funding for social care provided late in the 2019/20 budget setting process.
- 4.39. Proposed current year commitments against earmarked reserves (e.g. transformation spend related to the delivery of agreed savings, and other one-off commitments) are currently being reviewed and will be included as part of the month 5 budget monitoring report.
- 4.40. The council is currently forecasting potential council tax losses (+£5.7m) and business rates losses (+£7.4m) in 2020/21, (+£13.1m, unchanged since month 3) in total, that would impact future year budgets. It should be emphasised that this is an initial prudent assessment of the potential in-year losses and subject to change significantly as more reliable collection data emerges. The actual budgetary impact will depend on the wider economic outlook, including the extent to which arrears can be recovered and any ongoing decrease in the tax base (e.g. increased council tax support caseload, empty business premises).
- 4.41. Any deficits from council tax and business rates arising in 2020/21 would normally be transferred from the collection fund in the following year (2021/22). However, the government has recently proposed that these deficits will now be spread equally over 3 years (2021/22 to 2023/24). The full terms of the arrangements are still not entirely clear (MHCLG is working with CIPFA, and there will be secondary legislation later in the year). This three-year phasing will help in the short term (other things being equal) and will be factored into budget setting assumption for 2021/22. However, this will not reduce the medium-term budget gap and there is likely to be a continued adverse impact on council tax and business rates income over the medium term.

5. HOUSING REVENUE ACCOUNT (HRA)

- 5.1. A COVID-19 related in-year deficit of (+£3.990m) is currently forecast for the HRA, a decrease of (-£1.500m) since month 3 and summarised in **Appendix 2**. As the HRA is a ring-fenced account, any overspend at the end of the financial year would be funded from HRA reserves.
- 5.2. The decrease of (-£1.500m) since month 3 relates to a re-assessment of the rate at which tenant rent/service charge arrears are likely to increase over the course of this financial year and as such the increased level of required bad debt provision decreasing from £4m to £2.5m. However, the potential level of arrears at the end of the financial year and the extent to which the council will be able to recover arrears is very difficult to predict and will depend on the wider economic outlook and particularly tenants' security of employment. The service is actively engaging with tenants in order to both secure the recovery of arrears and prevent the further escalation of arrears.
- 5.3. Additional HRA COVID-19 related cost pressures are forecast in the following areas:
- PPE (+£0.390m) – primarily for caretaking/concierge & repairs staff;
 - Use of voids for Temporary Accommodation (+£0.225m) – refurbishment costs and furnishings/white goods; and
 - Catch up of housing repairs backlog (+£0.350m)
- 5.4. The following non COVID-19 related HRA budget variances are also forecast:
- (-£0.500m) additional rental income due compared to the original budget assumption; offset by

- (+£0.500m) ongoing repairs (voids) pressure due to both the level of refurbishment required and the increased frequency of re-letting 1 bed HRA properties assigned for use by temporary accommodation clients.

6. **CAPITAL PROGRAMME**

- 6.1. The latest capital programme, which totals £499m over the 3 years 2020/21 to 2022/23 and includes outturn slippage from 2019/20, is detailed at **Appendix 4**. As at the end of month 4, £21.904m (11.7%) of expenditure had been incurred against the 2020/21 capital budget of £187.953m
- 6.2. It is expected that the delivery of the capital programme will be significantly delayed by the COVID-19 pause in construction activity and ongoing social distancing measures. Initial 2020/21 capital forecasts are summarised by directorate in **Table 4** below and by scheme at **Appendix 4**. Pending more detailed review on an individual scheme basis, the Environment and Regeneration and Resources forecasts assume that the COVID-19 crisis will lead to slippage of at least 20% of the 2020/21 capital programme to future financial years.

Table 4 – 2020/21 Capital Programme

Directorate	2020/21 Budget £m	Month 4 Spend to Date £m	2020/21 Forecast Outturn £m	Assumed Slippage £m
Environment and Regeneration	25.389	2.974	20.311	5.078
Housing	150.846	18.400	113.300	37.546
People	8.926	0.473	7.336	1.590
Resources	2.792	0.057	2.234	0.558
Total	187.953	21.904	143.181	44.772

- 6.3. With regards to the Environment and Regeneration programme, Transport for London (TfL) has suspended Local Implementation Plan (LIP) funding for 2020/21. Pending any further announcement, the £1.7m previously assumed grant funding has been removed from the 2020/21 capital programme. However, related capital bids have been submitted for sunk costs (TfL, £0.208m), London Streetscape Plan funding (TfL - LSP, £2.105m), Emergency Active Travel funding (£0.100m), and High Streets Safely Fund (MHCLG, £0.216m). The first two bids form part of a competitive bidding process, therefore funding is not guaranteed.
- 6.4. There is also a risk that COVID-19 pushes up the overall costs of some capital projects such as the Bunhill Energy Centre Phase 2 scheme.

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 2020/21 Budget Report agreed by Full Council. This report notes the financial performance to date but does not have direct policy implications, so a separate RIA is not required for this report.

Appendices:

Appendix 1 – General Fund Revenue Monitoring by Key Variance

Appendix 2 – Revenue Monitoring by Service Area

Appendix 3 – Existing Savings Tracker

Appendix 4 – Capital Programme 2020/21 to 2022/23

Background papers: None

Final report clearance:

Signed by:



25 August 2020

Executive Member for Finance and Performance

Date

Report Author: Martin Houston, Strategic Financial Advisor

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

Appendix 1: 2020/21 General Fund Key Variances - Month 4

Division	Type of Variance	Description	Over/(Under) Spend Month 4 £m
CHIEF EXECUTIVE'S DIRECTORATE			
Communications	Non COVID-19 Cost Pressure	Net overspend on salaries and agency costs	0.052
Communications	Underspend	Net underspend on running expenses	(0.026)
Communications	Underspend	Net underspend within Print Services on printing, hardware, software expenses	(0.038)
Communications	Underspend	Additional income forecast within Print Services	(0.009)
Total Chief Executive's			(0.021)
<i>Of which CV-19 pressures</i>			<i>0.000</i>
ENVIRONMENT AND REGENERATION (E&R)			
Planning & Development	COVID-19 Additional Cost	Angel Business Improvement District (BID) grant	0.050
Public Realm	COVID-19 Additional Cost	Personal Protective Equipment (PPE)	0.033
Public Realm	COVID-19 Additional Cost	Additional costs relating to front-line service delivery with increased agency cover required for sickness/self-isolation at over 20%. Also additional park guard costs for enforcing social distancing (£0.018m per month) and overtime in BECC.	0.533
Public Protection	COVID-19 Loss of Income	Licensing and enforcement activity - tables and chairs FPNs etc.	0.479
Public Protection	COVID-19 Loss of Income	Land Charges	0.210
Public Protection	COVID-19 Loss of Income	Pest Control	0.020
Public Protection	COVID-19 Loss of Income	Fines and CPNs within the HMO Licensing service area	0.064
Public Protection	COVID-19 Loss of Income	Market rents waived	0.279
Public Realm	COVID-19 Loss of Income	Loss of management fee rental income from GLL plus additional support to fund deficit position on open book accounting basis	4.268
Public Realm	COVID-19 Loss of Income	Parks related income - sports income, park concessions and event income	0.537
Public Realm	COVID-19 Loss of Income	Parking related income around PCNs, P&D, Permits & Vouchers and Suspensions	11.302
Public Realm	COVID-19 Loss of Income	Commercial waste income	1.875
Public Realm	COVID-19 Loss of Income	Loss of Angel BID and textiles income	0.110
Public Realm	COVID-19 Loss of Income	Loss of Energy Services Income	0.032
Planning & Development	Non COVID-19 Cost Pressure	Net overspend within Development Control on employee costs mainly as a result of agency costs and the vacancy factor	0.304
Planning & Development	Non COVID-19 Cost Pressure	Additional costs on licences, advertising and printing costs	0.066
Planning & Development	Underspend	Net additional income mainly as a result of Housing Street Properties Fire Safety Inspections by Building Control	(0.230)
Public Protection	Non COVID-19 Cost Pressure	Net overspend on employee costs as a result of the vacancy factor	0.055
Public Protection	Non COVID-19 Cost Pressure	Net overspend on running costs and legal costs within the division	0.054
Public Protection	Underspend	Net additional income mainly as a result of income from trading standards monetary penalties and licensing income.	(0.049)
Public Realm	Underspend	Net underspend on employee costs within Greenspace & Leisure	(0.051)
Public Realm	Non COVID-19 Cost Pressure	Additional running costs expenditure throughout Greenspace & Leisure as a result of overspends on software, purchases and the commissioning of the Garden Classroom to run the Urban Forest School program	0.064
Public Realm	Non COVID-19 Income Pressure	Slight shortfall in income within Greenspace & Leisure	0.009
Public Realm	Non COVID-19 Cost Pressure	Additional costs mainly due to the vacancy factor and toilet maintenance	0.068
Public Realm	Non COVID-19 Income Pressure	Loss of rental income on The Exchange	0.021
Public Realm	Non COVID-19 Cost Pressure	Net overspend on running costs within Highways & Energy Services	0.201
Public Realm	Non COVID-19 Income Pressure	Historic shortfall in income within Highways & Energy Services	0.111
Public Realm	Non COVID-19 Cost Pressure	Net overspend on salaries and vacancy factor within Parking	0.331
Public Realm	Non COVID-19 Cost Pressure	Overspend on NSL/PCN registration and other running costs within Parking	0.119
Public Realm	Non COVID-19 Cost Pressure	Management action required to reduce spend following Zero Based Budgeting exercise to include true cost of out of hours working	0.713
Public Realm	Non COVID-19 Cost Pressure	Net overspend on employee costs as a result of agency costs and the vacancy factor within Street Environmental Services offset by slight underspend in running costs	0.250
Public Realm	Underspend	Additional income within Street Environmental Services	(0.397)
Public Realm	Underspend	Net employee underspend and running cost underspend within Traffic & Engineering	(0.461)
Public Realm	Underspend	Acceleration of Low Traffic Neighbourhood and School Streets programmes	(3.368)
Total E&R			17.602
<i>Of which CV-19 pressures</i>			<i>19.792</i>
HOUSING			
Housing Needs	Non COVID-19 Cost Pressure	Legal Costs	0.323
Housing Needs	Non COVID-19 Cost Pressure	Islington Lettings	0.378
Housing Needs	Non COVID-19 Cost Pressure	Bad Debt	0.041
Housing Needs	Non COVID-19 Cost Pressure	SHPS (Single Persons Homelessness Prevention Scheme)	0.367
Housing Needs	Underspend	Temporary Accommodation: Nightly Booked/PSL	(0.714)
Housing Needs	Underspend	Specialist Support Team	(0.206)
Housing Needs	Underspend	Staffing/Other	(0.039)
NRPF	Underspend	NRPF Services (Statutory and Commercial)	(0.150)
Housing Needs	COVID-19 Additional Cost	Homelessness services	0.428
Housing Needs	COVID-19 Additional Cost	Rough sleeping - accommodating and supporting those brought into alternative accommodation	0.127
Housing Needs	COVID-19 Additional Cost	Housing - other excluding HRA	0.576
Housing Needs	COVID-19 Loss of Income	Other income losses	0.260
NRPF	COVID-19 Loss of Income	Commercial Income losses	0.050
Housing Needs	COVID-19 External Funding	Additional CV-19 Grant Income	(0.332)
Total Housing			1.109
<i>Of which CV-19 pressures</i>			<i>1.109</i>
CHILDREN, EMPLOYMENT AND SKILLS (CES)			
Youth and Communities	Underspend	Uncommitted growth funding in relation to Violence Against Woman and Girls (VAWG). This has programme has been commissioned for the year and does not require the full allocation of funding.	(0.050)
Youth and Communities	Underspend	Forecast underspend against the remand budget on the assumption that the reduced numbers on remand continues from last year. However, this is a demand led budget, and a small increase in activity can have a large impact on the budget.	(0.200)
Youth and Communities	Non COVID-19 Cost Pressure	Ongoing repairs and maintenance pressure in relation to youth and play provision across the borough	0.100
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Legal costs from increased care proceedings (pre-COVID 19)	0.169
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Increase in non-staffing costs in relation to supporting CLA	0.070
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Staffing pressure in the Children in Need provider service due to increased costs of funding staff provided through health	0.040
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Forecast overspend against the placements budget	0.570
Safeguarding and Family Support	Underspend	Application of placements contingency budget	(0.500)
Learning and Schools	Non COVID-19 Income Pressure	Reduction in purchase of annual service packages from schools (pre COVID-19)	0.042
Learning and Schools	Underspend	Potential underspend against the Universal Free School Meal budget as a result of pupils being at home	(0.781)
Learning and Schools	Underspend	Paused implementation of growth for Bright Start outreach workers	(0.120)
Learning and Schools	Underspend	Forecast underspend against the Holiday Hunger budget	(0.053)
Learning and Schools	Non COVID-19 Cost Pressure	Base budget shortfall for the Post-16 bursary, which has been funded from a balance of one-off funding in prior years	0.070
Learning and Schools	Non COVID-19 Cost Pressure	Based budget shortfall for Holloway Pool funded from underspends in prior years	0.060

Appendix 1: 2020/21 General Fund Key Variances - Month 4

Division	Type of Variance	Description	Over/(Under) Spend Month 4 £m
Learning and Schools	Non COVID-19 Cost Pressure	Legal costs in relation to SEND appeals	0.020
Employment, Skills and Culture	Underspend	Early delivery of saving from flexible retirements	(0.020)
Youth and Communities	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	0.450
Safeguarding and Family Support	COVID-19 Additional Cost	Legal costs in relation to an increase in emergency applications for child protection orders	0.150
Safeguarding and Family Support	COVID-19 Additional Cost	Agency staff recruited to provide additional support to the Emergency Duty Service	0.008
Safeguarding and Family Support	COVID-19 Additional Cost	Additional independent reviewing officer for 6 months	0.050
Safeguarding and Family Support	COVID-19 Additional Cost	Increase in allowance for carers by £20 per week until 31 August due to increased costs of catering for young people while they are at home	0.148
Safeguarding and Family Support	COVID-19 Additional Cost	Additional financial support is being provided to care leavers through the summer. There is the potential to meet £0.054m of this cost through S106 funding.	0.093
Safeguarding and Family Support	COVID-19 Additional Cost	Nursing costs in relation to children discharged from hospital during COVID-19 lockdown	0.027
Safeguarding and Family Support	COVID-19 Additional Cost	Increase in demand for crisis payments as more disabled children are remaining at home due to COVID-19 and potential additional care support to clients. This is a high level estimate at this stage	0.130
Safeguarding and Family Support	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	0.593
Learning and Schools	COVID-19 Additional Cost	Provision of home learning packs for children and young people at home who do not have access to IT	0.018
Learning and Schools	COVID-19 Loss of Income	Estimated loss of parental income in Children's Centres due to a significant reduction in children accessing provision	2.778
Learning and Schools	COVID-19 Additional Cost	Estimated cost of the provision of food vouchers to children who are eligible for the early years Pupil Premium	0.026
Learning and Schools	COVID-19 Additional Cost	Personal Protective Equipment (PPE) for Children's Centres	0.007
Learning and Schools	COVID-19 Loss of Income	Loss of curriculum income in the SEN transport service	0.414
Learning and Schools	COVID-19 Additional Cost	Additional support to Mother Tongue Supplementary Schools over the summer	0.030
Learning and Schools	COVID-19 Loss of Income	Loss of income in relation to school absences	0.018
Learning and Schools	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	1.238
Learning and Schools	COVID-19 Loss of Income Risk	Additional COVID-19 income risks in the division	0.433
Partnerships and Service Support	COVID-19 Loss of Income	Estimated loss of income at Cardfields and the Laycock Centre	0.797
Partnerships and Service Support	COVID-19 Additional Cost	Purchase of 400 laptops/Chromebooks for home learning for children without access to IT kit at home and for Children in Need to enable them to stay in contact with social workers	0.125
Employment, Skills and Culture	COVID-19 Loss of Income	Estimated loss of income in the Arts Service	0.084
Employment, Skills and Culture	COVID-19 Loss of Income	Estimated loss of income in Libraries, including the Education Library Service	0.171
Employment, Skills and Culture	COVID-19 Additional Cost	Provision of reading support to children who are at home	0.006
Employment, Skills and Culture	COVID-19 Additional Cost	Estimated cost of 50 Chromebooks for vulnerable adults	0.015
Total CES			7.226
<i>Of which CV-19 pressures</i>			<i>7.809</i>
ADULT SOCIAL SERVICES			
Integrated Community Services / Learning Disabilities	COVID-19 Additional Cost	Adult Social Care – additional demand	2.265
Integrated Community Services	COVID-19 Additional Cost	COVID-19 Hospital Discharge Service Placements: Net cost post management actions	5.902
Integrated Community Services	COVID-19 External Funding	COVID-19 Hospital Discharge Service Placements Costs: Assumed income from NHS to the end of August 2020	(2.376)
Integrated Community Services	Underspend	Block Homecare	(2.323)
Integrated Community Services	Underspend	Memory Cognition, Physical Support Placements and Mental Health	(1.203)
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care – supporting the market	1.461
	COVID-19 External Funding	Infection Control Grant	(0.845)
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care – workforce pressures	0.747
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care - Personal Protective Equipment (PPE)	4.099
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care - other	0.028
Integrated Community Services	COVID-19 Loss of Income	Reduction in service user contributions to packages of care	1.080
Total Adult Social Services			8.835
<i>Of which CV-19 pressures</i>			<i>8.835</i>
Total People			16.061
<i>Of which CV-19 pressures</i>			<i>16.644</i>
PUBLIC HEALTH			
Other Public Health	Underspend	Delay in oral health contract re-procurement as the service cannot safely be delivered in CV-19 circumstances. Of this, £0.034m relates to the recurrent Public Health grant uplift efficiency for 2020/21.	(0.138)
Other Public Health	Underspend	Efficiencies in the Public Health grant uplift	(0.656)
Substance Misuse	Underspend	Procurement efficiencies delivered additional savings. Of this, £0.078m relates to the recurrent Public Health grant uplift efficiency for 2020/21.	(0.211)
Sexual Health	Underspend	Procurement efficiencies and a change in tariffs delivered additional savings. Of this, £0.232m relates to the recurrent Public Health grant uplift efficiency for 2020/21.	(0.386)
Public Health	COVID-19 Additional Cost	Mainly due to an increase in online access to STI testing and treatment and online contraception	0.387
Total Public Health			(1.004)
<i>Of which CV-19 pressures</i>			<i>0.387</i>
RESOURCES DIRECTORATE			
Financial Operations	COVID-19 Loss of Income	Loss of income from Assembly Hall events and registrars services (e.g. weddings) relating to cancellation of previously booked events and lack of new bookings	1.745
Financial Operations	COVID-19 Additional Cost	Potential Assembly Hall re-opening costs: Air Handling System/Power Upgrade/technological/IT modification	0.161
Financial Operations	COVID-19 Additional Cost	Additional overtime/salary related expenditure incurred due to extra support and assistance provided to vulnerable and self-isolating people and communities at large	0.324
Financial Operations	COVID-19 Additional Cost	Crisis payments are being made to local residents to support people who are struggling to buy the basics (net of specific government grant funding)	0.395
Financial Management and Property	COVID-19 Loss of Income	Commercial property income losses due to rent waivers and deferral arrangements to support local business, and the uncertain rental market causing delay to properties being let	0.453
Digital Services	COVID-19 Additional Cost Risk	Upgrading of IT infrastructure due to increased home working and additional support and maintenance costs. This is net of assumed funding from earmarked reserves for non COVID-19 related IT project costs.	2.156
Health & Safety	COVID-19 Additional Cost	Personal Protective Equipment (PPE)	0.015
Financial Operations	COVID-19 Loss of Income	Loss of court costs income due to court activities being closed and no hearings taking place	0.500
Law and Governance	COVID-19 Loss of Income	Loss of legal income from planning and property services	0.075
Various	Underspend	Forecast non COVID-19 related net underspend	(0.032)

Appendix 1: 2020/21 General Fund Key Variances - Month 4

Division	Type of Variance	Description	Over/(Under) Spend Month 4 £m
Total Resources			5.792
<i>Of which CV-19 pressures</i>			<i>5.824</i>
Directorates Total			39.539
<i>Of which CV-19 pressures</i>			<i>43.756</i>
CORPORATE			
We are Islington	COVID-19 Additional Cost	Estimated additional costs of running the 'We are Islington' support service that not reflected in directorate forecasts	0.378
London Mortality Management	COVID-19 Additional Cost	Estimated pressure in relation to mortality management costs allocated across London councils	1.384
Re-profiled savings (COVID-19 related)	COVID-19 Additional Cost	Further re-profiling of the 3-year savings plan to reflect the impact of COVID-19	0.040
Re-profiled savings (non COVID-19 related)	Non COVID-19 Cost Pressure	Re-profiling of the 3-year saving plan to reflect revised milestones pre COVID-19	4.915
Undeliverable savings	Non COVID-19 Cost Pressure	Historical savings target that is no longer considered deliverable	0.967
Corporate Financing Account	Underspend	One-off underspend on the corporate financing budget, in part due to COVID-19 related slippage in the capital programme. This is pending more detailed review of the capital programme on an individual scheme basis.	(1.000)
Contract inflation	Underspend	Underspend on assumed contract inflation (ongoing)	(0.500)
Demographic growth	Underspend	One-off underspend on demographic growth budget provision in 2019/20 (fully committed in future years) due to additional Government funding for social care provided late in the 2019/20 budget setting process	(3.028)
Vacancy factor	Underspend	Agreed vacancy factor management action across the council with effect from 1 July 2020 (9 months part-year effect), excluding services where vacancies have to be covered for safeguarding or service performance reasons	(2.385)
Total Corporate Items			0.771
<i>Of which CV-19 pressures</i>			<i>1.802</i>
OVERALL TOTAL (before COVID-19 grant)			40.310
<i>Of which CV-19 pressures</i>			<i>45.558</i>
COVID-19 Grant (net of amount applied in 2019/20)			(17.277)
OVERALL TOTAL (after COVID-19 grant)			23.033

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Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 4

GENERAL FUND						Forecast	Month to
	Expenditure Budget	Income Budget	Net Budget	Forecast Outturn	Over/(Under) Spend Month 4	Over/(Under) Spend Previous Month	Month Change
	£m	£m	£m	£m	£m	£m	£m
CHIEF EXECUTIVE'S DIRECTORATE							
Chief Executive's Office	0.421	(0.342)	0.080	0.080	0.000	0.000	0.000
Communications and Change	2.065	(1.016)	1.050	1.029	(0.021)	0.000	(0.021)
Less assumed funding from earmarked reserves					0.000	0.000	0.000
Total Chief Executive's	2.487	(1.357)	1.130	1.109	(0.021)	0.000	(0.021)
<i>Of which CV-19 pressures</i>					0.000	0.000	0.000
ENVIRONMENT AND REGENERATION (E&R)							
Directorate	1.373	(1.848)	(0.475)	(0.475)	0.000	0.000	0.000
Planning and Development	6.055	(4.386)	1.669	1.859	0.190	0.300	(0.110)
Public Protection	13.653	(8.941)	4.712	5.852	1.140	0.845	0.295
Public Realm	87.455	(76.120)	11.335	27.606	16.271	15.018	1.253
Less assumed funding from earmarked reserves					0.000	0.000	0.000
Total E&R	108.536	(91.295)	17.241	34.843	17.602	16.163	1.439
<i>Of which CV-19 pressures</i>					19.792	16.163	3.629
HOUSING							
Temporary Accommodation (Homelessness Direct)	12.329	(9.248)	3.081	3.444	0.363	0.504	(0.141)
Housing Needs (Homelessness Indirect)	4.142	(2.417)	1.725	2.205	0.480	0.346	0.134
Housing Strategy and Development	0.073	0.000	0.073	0.067	(0.006)	(0.006)	0.000
Housing Administration	1.137	(0.217)	0.920	0.918	(0.002)	(0.002)	0.000
No Recourse to Public Funds	1.446	(0.260)	1.186	1.461	0.275	0.425	(0.150)
Voluntary and Community Services (VCS)	3.732	(0.925)	2.807	2.888	0.081	0.000	0.081
Less assumed funding from earmarked reserves				(0.081)	(0.081)	0.000	(0.081)
Total Housing	22.859	(13.067)	9.792	10.901	1.109	1.267	(0.158)
<i>Of which CV-19 pressures</i>					1.109	1.267	(0.158)
CHILDREN, EMPLOYMENT AND SKILLS (CES)							
Youth and Communities	7.135	(1.259)	5.726	6.150	0.424	0.445	(0.021)
Safeguarding and Family Support	50.189	(7.296)	42.902	45.723	2.821	3.191	(0.370)
Learning and Schools (non DSG element)	194.291	(168.164)	26.894	31.189	4.295	4.599	(0.304)
Partnership and Service Support	4.028	(0.583)	2.719	3.641	0.922	0.922	0.000
Strategy and Planning	1.275	(1.229)	0.102	0.102	0.000	0.000	(0.000)
Employment, Skills and Culture	7.865	(2.204)	5.661	6.119	0.458	0.647	(0.189)
Health Commissioning	1.415	(0.367)	1.048	1.255	0.207	0.223	(0.016)
Less assumed funding from earmarked reserves				(1.901)	(1.901)	(2.810)	0.909
Total CES	266.198	(181.102)	85.052	92.278	7.226	7.217	0.009
<i>Of which CV-19 pressures</i>					7.809	7.715	0.094
ADULT SOCIAL SERVICES							
Adult Social Care	4.245	(21.656)	(17.411)	(14.450)	2.961	2.961	0.000
Integrated Community Services	53.341	(21.403)	31.938	37.748	5.810	5.931	(0.121)
Learning Disabilities	38.369	(7.585)	30.784	30.848	0.064	0.064	0.000
Strategy and Commissioning	42.557	(22.045)	20.512	20.512	0.000	0.000	0.000
Total Adult Social Services	138.512	(72.689)	65.823	74.658	8.835	8.956	(0.121)
<i>Of which CV-19 pressures</i>					8.835	8.956	(0.121)
Total People	404.710	(253.791)	150.875	166.936	16.061	16.173	(0.112)
<i>Of which CV-19 pressures</i>					16.644	16.671	(0.027)
PUBLIC HEALTH							
Children 0-5 Public Health	3.689	0.000	3.689	3.689	0.000	0.000	0.000
Children and Young People	1.794	(0.160)	1.634	1.634	0.000	0.000	0.000
NHS Health Checks	0.295	0.000	0.295	0.295	0.000	0.000	0.000
Obesity and Physical Activity	0.779	(0.236)	0.543	0.543	0.000	0.000	0.000
Other Public Health	8.983	(29.030)	(20.047)	(20.725)	(0.678)	(0.666)	(0.012)
Sexual Health	7.040	(0.775)	6.265	6.200	(0.065)	(0.065)	0.000
Smoking and Tobacco	0.455	0.000	0.455	0.472	0.017	0.017	0.000
Substance Misuse	7.166	0.000	7.166	6.888	(0.278)	(0.228)	(0.050)
Total Public Health	30.201	(30.201)	0.000	(1.004)	(1.004)	(0.942)	(0.062)
<i>Of which CV-19 pressures</i>					0.387	0.449	(0.062)
RESOURCES							
Directorate	0.544	0.000	0.544	1.168	0.624	0.632	(0.008)
Digital Services and Transformation	18.473	(5.013)	13.460	17.866	4.406	4.403	0.003
Financial Management and Property	7.674	(7.393)	0.281	0.832	0.551	0.444	0.107
Financial Operations	238.181	(218.876)	19.305	21.579	2.274	2.279	(0.005)
Health and Safety	1.098	(0.380)	0.718	0.733	0.015	0.015	0.000
Internal Audit	0.702	0.000	0.702	0.574	(0.128)	(0.021)	(0.107)
Law and Governance	7.648	(3.558)	4.090	4.452	0.362	0.075	0.287
Human Resources	3.211	(1.685)	1.526	1.522	(0.004)	0.049	(0.053)
Strategy and Change	0.867	(0.119)	0.748	0.870	0.122	0.177	(0.055)
Less assumed funding from earmarked reserves				(2.430)	(2.430)	(2.250)	(0.180)
Total Resources	278.398	(237.024)	41.374	47.166	5.792	5.803	(0.011)
<i>Of which CV-19 pressures</i>					5.824	5.978	(0.154)
Directorates Total (excluding CV-19)	847.191	(626.735)	220.412	259.951	39.539	38.464	1.075
<i>Of which CV-19 pressures</i>					43.756	40.528	3.228

Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 4

	Expenditure Budget	Income Budget	Net Budget	Forecast Outturn	Over/(Under) Spend Month 4	Forecast Over/(Under) Spend Previous Month	Month to Month Change
	£m	£m	£m	£m	£m	£m	£m
CORPORATE							
Council Tax	0.018	(99.201)	(99.183)	(99.183)	0.000	0.000	0.000
Retained Business Rates	0.000	(104.642)	(104.642)	(104.642)	0.000	0.000	0.000
Revenue Support Grant	0.000	(24.459)	(24.459)	(24.459)	0.000	0.000	0.000
New Homes Bonus	0.000	(5.269)	(5.269)	(5.269)	0.000	0.000	0.000
Other Specific Grant	0.000	(0.570)	(0.570)	(0.570)	0.000	0.000	0.000
Corporate Financing Account	7.987	(9.897)	(1.910)	(2.910)	(1.000)	(1.000)	0.000
Levies	20.072	0.000	20.072	20.072	0.000	0.000	0.000
Pensions	13.465	(4.117)	9.348	9.348	0.000	0.000	0.000
Other Corporate Items	(3.235)	0.000	(3.235)	(1.464)	1.771	3.406	(1.635)
Transfer to/(from) Reserves	9.941	0.000	9.941	9.941	0.000	0.000	0.000
Transformation Projects	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Appropriations and Technical Accounting Entries	0.000	(25.960)	(25.960)	(25.960)	0.000	0.000	0.000
Contingency	5.455	0.000	5.455	5.455	0.000	0.000	0.000
Total Corporate Items	53.703	(274.115)	(220.412)	(219.641)	0.771	2.406	(1.635)
<i>Of which CV-19 pressures</i>					<i>1.802</i>	<i>1.052</i>	<i>0.750</i>
OVERALL TOTAL (before COVID-19 grant)	900.894	(900.850)	(0.000)	40.310	40.310	40.870	(0.560)
<i>Of which CV-19 pressures</i>					<i>45.558</i>	<i>41.580</i>	<i>3.978</i>
COVID-19 Grant (net of amount applied in 2019/20)	0.000	0.000	0.000	(17.277)	(17.277)	(17.277)	0.000
OVERALL TOTAL (after COVID-19 grant)	900.894	(900.850)	(0.000)	23.033	23.033	23.593	(0.560)

Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 4

HOUSING REVENUE ACCOUNT(HRA)					
Service Area	Current Budget	Forecast Outturn	Over/(Under) Spend Month 4	Forecast Over/(Under) Spend Previous Month	Month to Month Change
	£m	£m	£m	£m	£m
Dwelling Rents	(156.846)	(157.346)	(0.500)	0.000	(0.500)
Tenant Service Charges	(18.421)	(18.421)	0.000	0.000	0.000
Non Dwelling Rents	(1.600)	(1.600)	0.000	0.000	0.000
Heating Charges	(2.578)	(2.578)	0.000	0.000	0.000
Leaseholder Charges	(15.173)	(14.898)	0.275	0.275	0.000
Parking Income	(2.350)	(2.350)	0.000	0.000	0.000
PFI Credits	(22.855)	(22.855)	0.000	0.000	0.000
Interest Receivable	(0.750)	(0.750)	0.000	0.000	0.000
Contribution from the General Fund	(0.816)	(0.816)	0.000	0.000	0.000
Other Income	(1.500)	(1.500)	0.000	0.000	0.000
Income	(222.889)	(223.114)	(0.225)	0.275	(0.500)
Repairs and Maintenance	34.060	35.330	1.270	0.770	0.500
General Management	52.314	52.364	0.050	0.050	0.000
PFI Payments	44.233	44.233	0.000	0.000	0.000
Special Services	25.345	25.740	0.395	0.395	0.000
Rents, Rates, Taxes & Other Changes	0.990	0.990	0.000	0.000	0.000
Capital Financing Costs	17.926	17.926	0.000	0.000	0.000
Depreciation (mandatory transfer to Major Repairs	36.009	36.009	0.000	0.000	0.000
Additional transfer to Major Repairs Reserve	0.000	0.000	0.000	0.000	0.000
Bad Debt Provisions	1.250	3.750	2.500	4.000	(1.500)
Contingency	2.320	2.320	0.000	0.000	0.000
Transfer to HRA Reserves	8.442	8.442	0.000	0.000	0.000
Expenditure	222.889	227.104	4.215	5.215	(1.000)
(Surplus)/Deficit	0.000	3.990	3.990	5.490	(1.500)

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Appendix 3: Existing Savings Tracker - Month 4

Ref	Directorate	Description	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
ASC01	People - Adult Social Services	Conduct annual reviews of Adult Social Care packages in line with relevant legislation, applying a strengths-based approach to create better outcomes for residents in the care system	0.660	0.680			1.340
ASC03	People - Adult Social Services	Package of savings through recommissioning of services	0.600	0.550	0.350		1.500
ASC02	People - Adult Social Services	Targeted work in Adult Social Care around single point of contact and improved information to reduce demand	0.500	1.500			2.000
ASC01A	People - Adult Social Services	Improve processes around Direct Payments and financial contributions to reduce surpluses and maximise income	0.250				0.250
ASCb	People - Adult Social Services	Independent living for people with disabilities - including transformation of in-house services		1.130	0.750		1.880
ASCa	People - Adult Social Services	Independent living for older people - including transformaton of in-house services		0.180	0.040		0.220
CES01	People - CES	Demand management for children's social care and new commissioning strategy for children looked after including asylum seekers	1.447	1.447			2.894
CES03	People - CES	Review of the Early Help 0 to 19 service	0.100	0.328			0.428
9j	People - CES	Increase use of pre-payment cards for Direct Payments	0.050	0.050			0.100
11	People - CES	Rental income from letting surplus space at Central Library		0.055			0.055
CES10	People - CES	Maintain the availability and scope of play and youth provision by reducing its costs through new commissioning arrangements and more efficient back-office support		0.035			0.035
9f	People - CES	Staff savings through flexible retirements		0.020			0.020
PH1	Public Health	Change the way we deliver public health behaviour-change programmes, including health checks and exercise on referral, through our universal services and other more cost-effective methods	0.208	0.180			0.388
18	Public Health	Public Health workforce - efficiencies	0.016	0.179			0.195
W&A02	Environment and Regeneration	Income generation from package of zero carbon policies including lorry ban & parking charges (including diesel surcharge), and efficiencies from shift to e-parking solution	1.175	0.875			2.050
W&A16	Environment and Regeneration	Efficiencies in SES following investment in new technology	0.150	0.467			0.617
16	Environment and Regeneration	Income generation from roll out of School Streets phase 2	0.250	0.375	0.375		1.000
12c	Environment and Regeneration	Depot rationalisation	0.120				0.120
W&A13	Environment and Regeneration	SES - Integration of Services with Housing	0.115	0.225			0.340
W&A09	Environment and Regeneration	A more efficient operation at the Waste and Recycling Centre, using technology to automate access to the facility	0.055	0.145			0.200
W&A11b	Environment and Regeneration	SES - Annual charge for waste containers		0.237			0.237
12d	Environment and Regeneration	Improved use of technology and resource to focus more capacity on income generation		0.050			0.050
W&A06	Environment and Regeneration	Reduce the brightness of LED street lighting in suitable areas to reduce energy costs and carbon emissions and to remove illuminated street furniture (bollards etc.) and replace with non-illuminated reflective furniture following a change in the highways regulations	0.176				0.176
12b	Environment and Regeneration	Integrate Greenspace and Street Environmental Services cleansing	0.090				0.090
W&A03	Environment and Regeneration	Highways inspections	0.094				0.094
DAHGF01 & 3	Housing	Improve the quality and reduce the cost of temporary accommodation through purchasing homes to be owned by the council and used by it for temporary accommodation		0.375			0.375
4	Housing	Offer more permanent housing to families in temporary accommodation		0.175			0.175
RES03/3B	Cross-cutting	Corporate review of contracting and procurement arrangements, including category management	0.362	0.900			1.262

Appendix 3: Existing Savings Tracker - Month 4

Ref	Directorate	Description	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
20201	Cross-cutting	Redesigning our customer service offer, including additional channel shift	0.300	0.300			0.600
20203	Cross-cutting	Consolidating and streamlining business administration functions	0.250	0.500			0.750
ASC02A	Cross-cutting	Implementation of the new "Localities" model in partnership with the voluntary and community sector, health organisations and our other local partners to align preventative services and reduce long-term demand		0.375	1.125		1.500
CE01	Chief Executive's	Additional commercial income for print services	0.075	0.075			0.150
22a	Resources	Reduce number of national graduate trainees	0.070	0.070			0.140
20202	Resources	Centralise stationery and control	0.050				0.050
RES02	Resources	Savings resulting from a new property strategy, increasing income, more co-locating with partners and reducing the council's office footprint		1.658	0.340		1.998
RES24-26	Resources	Legal - Efficiencies from case management system		0.185			0.185
22b	Resources	Review of HR structure due to increased automation		0.157			0.157
22f	Resources	Reduction in facilities costs as Vorley Road is vacated		0.016			0.016
		Total Open Savings	7.163	13.494	2.980	0.000	23.637
		Closed/Achieved Savings	1.570	0.000	0.000	0.000	1.570
		Total Savings (including Closed/Achieved)	8.733	13.494	2.980	0.000	25.207
		RAG Rating Summary	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
		Red	0.000	2.075	1.465	0.000	3.540
		Amber	4.002	7.635	1.165	0.000	12.802
		Green	3.161	3.784	0.350	0.000	7.295
		Closed/Achieved	1.570	0.000	0.000	0.000	1.570
		Total	8.733	13.494	2.980	0.000	25.207

Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 4

Directorate/Scheme	2020/21							2021/22	2022/23	2020/21 to 2022/23
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Expenditure to Date	2020/21 Budget Spent to Date	Budget	Budget	Budget
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
ENVIRONMENT AND REGENERATION										
Cemeteries	0.000	0.016	0.016	0.013	(0.003)	(0.021)	(131.3%)	0.000	0.000	0.016
Bunhill Energy Centre Phase 2	1.026	1.990	3.016	2.413	(0.603)	0.471	15.6%	0.000	0.000	3.016
Greenspace	0.000	1.236	1.236	0.989	(0.247)	0.108	8.7%	0.000	0.000	1.236
Highways	1.400	0.784	2.184	1.747	(0.437)	0.110	5.0%	1.400	1.400	4.984
Leisure	0.288	0.092	0.380	0.304	(0.076)	0.001	0.3%	0.375	0.375	1.130
Section 106/CIL Funded Schemes	5.000	(2.750)	2.250	1.800	(0.450)	0.003	0.1%	5.000	5.000	12.250
Special Projects	0.000	0.413	0.413	0.330	(0.083)	0.001	0.2%	0.000	0.000	0.413
Traffic and Engineering	2.500	(0.483)	2.017	1.614	(0.403)	0.085	4.2%	2.500	2.500	7.017
Traffic Enforcement	2.000	1.986	3.986	3.189	(0.797)	1.986	49.8%	0.000	0.000	3.986
Vehicle Replacement	2.000	1.178	3.178	2.542	(0.636)	0.173	5.4%	1.000	2.000	6.178
Sobell Leisure Centre	0.445	0.000	0.445	0.356	(0.089)	0.000	0.0%	0.000	0.000	0.445
Cally Pool	0.250	0.000	0.250	0.200	(0.050)	0.000	0.0%	0.000	0.000	0.250
New River Walk	0.450	0.000	0.450	0.360	(0.090)	0.000	0.0%	0.000	0.000	0.450
Playground water features	0.450	0.000	0.450	0.360	(0.090)	0.000	0.0%	0.000	0.000	0.450
Highbury Bandstand/Highbury Fields	0.250	0.000	0.250	0.200	(0.050)	0.000	0.0%	0.000	0.000	0.250
Bingfield Park (including Crumbles Castle legacy)	0.250	0.000	0.250	0.200	(0.050)	0.000	0.0%	0.000	0.000	0.250
Wray Crescent Cricket Pavilion	0.130	0.000	0.130	0.104	(0.026)	0.000	0.0%	0.000	0.000	0.130
Tufnell Park all-weather pitch	0.300	0.000	0.300	0.240	(0.060)	0.000	0.0%	0.000	0.000	0.300
Vehicle fleet electrification	1.500	0.000	1.500	1.200	(0.300)	0.000	0.0%	0.000	0.000	1.500
Liveable Neighbourhoods	1.000	0.000	1.000	0.800	(0.200)	0.000	0.0%	0.000	0.000	1.000
CCTV upgrade	0.490	0.000	0.490	0.392	(0.098)	0.000	0.0%	0.000	0.000	0.490
Finsbury Leisure Centre	0.400	0.000	0.400	0.320	(0.080)	0.000	0.0%	0.000	0.000	0.400
Economic Development	0.000	0.739	0.739	0.591	(0.148)	0.000	0.0%	0.000	0.000	0.739
Transport Planning	0.000	0.000	0.000	0.000	0.000	0.010	0.0%	0.000	0.000	0.000
CCTV other	0.000	0.059	0.059	0.047	(0.012)	0.047	0.0%	0.000	0.000	0.059
Total Environment and Regeneration	20.129	5.260	25.389	20.311	(5.078)	2.974	11.7%	10.275	11.275	46.939
HOUSING										
<i>Housing Revenue Account</i>										
Major Works and Improvements	38.438	0.000	38.438	30.900	(7.538)	5.000	13.0%	54.698	56.908	150.044
New Build Programme	59.639	4.600	64.239	41.401	(22.838)	4.871	7.6%	72.267	65.773	202.279
Jean Stokes community hub	0.250	0.000	0.250	0.250	0.000	0.000	0.0%	0.000	0.000	0.250
Temporary Accommodation	23.850	3.900	27.750	27.750	0.000	7.000	25.2%	0.000	0.000	27.750
<i>Housing General Fund</i>										
New Build Open Market Sales	20.169	0.000	20.169	12.999	(7.170)	1.529	7.6%	21.135	12.728	54.032
Total Housing	142.346	8.500	150.846	113.300	(37.546)	18.400	53.4%	148.100	135.409	434.355
PEOPLE										
Central Foundation School Expansion	0.120	0.331	0.451	0.451	0.000	0.000	0.0%	0.000	0.000	0.451
Central Library Renovation	0.000	0.252	0.252	0.282	0.030	0.237	94.0%	0.000	0.000	0.252
Dowery Street/Primary PRU	0.000	0.027	0.027	0.027	0.000	0.006	22.2%	0.000	0.000	0.027
Early Years Capital	0.550	0.256	0.806	0.760	(0.046)	0.000	0.0%	0.000	0.000	0.806
Primary Schools Condition Schemes	0.227	2.321	2.548	2.726	0.178	0.130	5.1%	0.000	0.000	2.548
Highbury Grove School Expansion	0.000	0.167	0.167	0.167	0.000	0.034	20.4%	0.000	0.000	0.167
New River College Refurbishment	0.000	0.160	0.160	0.160	0.000	0.000	0.0%	0.000	0.000	0.160
Other Schools/Contingency	0.000	0.086	0.086	0.086	0.000	0.010	11.6%	2.988	0.000	3.074
Schools Matching Capital Programme	0.200	0.000	0.200	0.200	0.000	0.000	0.0%	0.000	0.000	0.200
Special Provision Capital Fund	0.000	0.000	0.000	0.000	0.000	0.000	0.0%	2.251	0.000	2.251
School Condition Works	0.000	0.455	0.455	0.454	(0.001)	0.000	0.0%	0.000	0.000	0.455
Tufnell Park School Expansion	0.750	(0.044)	0.706	0.706	0.000	0.025	3.5%	0.250	0.000	0.956
Adult social care commissioned services (18 Highbury Grove, 76-80 Isledon Road, 35 Ashley Road, 48 Despard Road)	0.265	0.000	0.265	0.000	(0.265)	0.000	0.0%	0.000	0.000	0.265
St Anne's residential care home, 60 Durham Road	0.200	0.000	0.200	0.200	0.000	0.000	0.0%	0.000	0.000	0.200
Wray Court and Orchard Close residential care homes for people with learning difficulties	0.200	0.000	0.200	0.200	0.000	0.000	0.0%	0.000	0.000	0.200
Schools modernisation (now merged with Primary Schools above)	1.000	(1.000)	0.000	0.000	0.000	0.028	0.0%	0.000	0.000	0.000
Early Years and Children's Centres	0.833	0.000	0.833	0.247	(0.586)	0.000	0.0%	0.000	0.000	0.833
Libraries	0.500	0.020	0.520	0.020	(0.500)	0.003	0.6%	0.000	0.000	0.520
Martin Luther King Adventure Playground	0.350	0.000	0.350	0.300	(0.050)	0.000	0.0%	0.000	0.000	0.350
Cornwallis Adventure Playground	0.350	0.000	0.350	0.300	(0.050)	0.000	0.0%	0.000	0.000	0.350
Hayward Adventure Playground	0.050	0.000	0.050	0.050	0.000	0.000	0.0%	0.000	0.000	0.050
South Library	0.300	0.000	0.300	0.000	(0.300)	0.000	0.0%	0.000	0.000	0.300
Total People	5.895	3.031	8.926	7.336	(1.590)	0.473	5.3%	5.489	0.000	14.415
Resources/Corporate										
Bridge School-Cladding Replacement	0.000	2.792	2.792	2.234	(0.558)	0.057	0.0%	0.000	0.000	2.792
Total Resources/Corporate	0.000	2.792	2.792	2.234	(0.558)	0.057	2.0%	0.000	0.000	2.792
TOTAL CAPITAL PROGRAMME	168.370	19.583	187.953	143.182	(44.771)	21.904	11.7%	163.864	146.684	498.501

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Report of: Director of Law and Governance

Meeting of	Date	Agenda Item	Ward(s)
Policy and Performance Scrutiny Committee	17 September 2020	G1	All

Delete as appropriate	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

Director of Corporate Resources

Date

Received by

Head of Democratic Services

Date

Report Author: Peter Moore
Tel: 020 7527 3252
E-mail: peter.moore@islington.gov.uk

OUTSTANDING SCRUTINY REVIEWS – UPDATED 7 January 2020

SCRUTINY REVIEWS 2016/17:						
SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
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	Karen Agbabiaka
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

SCRUTINY REVIEWS 2017/18:

SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3-6 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
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

SCRUTINY REVIEWS 2018/19:						
SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
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 November 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	10 Sep 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

SCRUTINY REVIEWS 2019/20:						
SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Capital Works	Housing Scrutiny Committee	8 September 2020				Christine Short
Private Rented Sector (Mini review)	Housing Scrutiny Committee	13 October 2020				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	17 December 2020				Emma Kidd / Lynn Stratton
Equality in Educational Outcomes	Children's Services	JB 21 July 2020 Exec 10 Sept 2020	Sept – Oct 2020	JB 15 Sept 2020 Exec 15 Oct 2020	September 2021	Mark Taylor / Anthony Doudle
None.	Policy and Performance	N/A	N/A	N/A	N/A	N/A

FORWARD PLAN OF KEY DECISIONS



ISLINGTON

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 15 OCTOBER 2020 AND BEYOND

Page 135

**Linzi Roberts-Egan
Chief Executive
Islington Council
Town Hall
Upper Street
London N1 2UD**

Contact Officer: Mary Green
Democratic Services
E-Mail: democracy@islington.gov.uk
Telephone: 020 7527 3005
Website: <http://democracy.islington.gov.uk/>

Published on 1 September 2020

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 15 OCTOBER 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 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)
1.	GLL Long term support package and re-opening strategy	All	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)	Keith Townsend Keith.townsend@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
2.	Adoption of new Biodiversity Action Plan	All Wards	Executive	10 September 2020	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment and Transport rowena.champion@islington.gov.uk
3.	Arrangements for youth work delivered from Lift, Platform and Rose Bowl between April and October 2021	All Wards	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)	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Kaya Comer-Schwartz, Executive Member for Children, Young People and Families kaya.comerschwartz@islington.gov.uk
4.	Payment of London Living Wage across Islington-based Care UK services	All Wards	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)	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Janet Burgess MBE, Executive Member Health and Social Care Janet.burgess@islington.gov.uk

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)
5.	Contract award for main works on Andover Estate	Finsbury Park	Corporate Director of Housing	21 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 maxine.holdsworth@islington.gov.uk
6.	Procurement strategy and contract award for Housing Repairs Diagnostic and Job Management IT Solution	All Wards	Corporate Director of Housing	23 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 maxine.holdsworth@islington.gov.uk
7.	Contract award for communal heating servicing and repairs	All Wards	Corporate Director of Housing	25 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 maxine.holdsworth@islington.gov.uk

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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)
8.	Contract award for the construction of 41 new homes and associated improvements at Dixon Clark Court	St Mary's	Corporate Director of Housing	30 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 maxine.holdsworth@islington.gov.uk
9.	Adoption of Islington's Transport Strategy	All	Executive	15 October 2020	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment and Transport rowena.champion@islington.gov.uk
10.	Net Zero Carbon Strategy - Adoption	All	Executive	15 October 2020	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment and Transport rowena.champion@islington.gov.uk

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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.	Multiple refuse and recycling collection charges	All Wards	Executive	15 October 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment and Transport rowena.champion@islington.gov.uk
12. Page 140	Renewal of Public Spaces Protection Orders for Alcohol and Dog Controls	All Wards	Executive	15 October 2020	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Una O'Halloran, Executive Member for Community Development una.o'halloran@islington.gov.uk
13.	Progressive Procurement Strategy 2020 - 2027	n/a	Executive	15 October 2020	None	Open	Stephen Biggs stephen.biggs@islington.gov.uk Councillor Satnam Gill OBE, Executive Member for Finance and Performance satnam.gill@islington.gov.uk

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)
14.	Executive Member's response to the recommendations of the Children's Services Scrutiny Committee - Equalities in Educational Outcomes Scrutiny Review	All	Executive	15 October 2020	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Kaya Comer-Schwartz, Executive Member for Children, Young People and Families kaya.comerschwartz@islington.gov.uk
15.	Procurement strategy for voids reservicing, refurbishment and new tenancy repairs	All Wards	Executive	15 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 maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
16.	Contract award for the construction of 38 new homes and associated improvements for the Park View Estate, Collins Road , N5	Highbury East	Corporate Director of Housing	16 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 maxine.holdsworth@islington.gov.uk

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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.	Contract award for measured term contract for delivery of major works to housing stock	All	Corporate Director of Housing	23 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 maxine.holdsworth@islington.gov.uk
18.	Leisure Strategy	All	Executive	26 November 2020	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
19.	Procurement strategy for specialist adaptations including installations, repairs and safety works for disabled residents	All Wards	Executive	26 November 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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)
20.	Purchase of property at Stacey Street, N7	Finsbury Park	Executive	26 November 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
21.	Appropriation of land on Windsor Street for planning purposes	St Peter's	Executive	26 November 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
22.	Procurement strategy and contract award for security, static guarding and key holding services for public buildings	n/a	Executive	26 November 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Stephen Biggs stephen.biggs@islington.gov.uk Councillor Satnam Gill OBE, Executive Member for Finance and Performance satnam.gill@islington.gov.uk

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)
23.	Contract award for construction of 11 supported living units and associated improvements on Windsor Street site	St Peter's	Corporate Director of Housing	2 December 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
24.	Contract award for CCTV	All Wards	Corporate Director Environment and Regeneration	20 January 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend Keith.townsend@islington.gov.uk
25.	Triangle Estate - appropriation of land	Bunhill	Executive	21 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 maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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)
26.	Procurement strategy for mental health accommodation	All Wards	Executive	21 January 2021	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Janet Burgess MBE, Executive Member for Health & Social Care janet.burgess@islington.gov.uk
27.	Procurement strategy for the Parking pay by phone contract 2021	All Wards	Executive	21 January 2021	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment and Transport rowena.champion@islington.gov.uk
28.	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 maxine.holdsworth@islington.gov.uk

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 146	29. Contract award for refurbishment works to 173 Highbury Quadrant to produce 3 units of highly energy efficient housing with a "fabric first approach" and for the construction of a new build 3 bedroom house	Highbury East	Corporate Director of Housing	9 March 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk

Membership of the Executive 2019/2020:

Councillors:

Portfolio

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

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.

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. Financial Monitoring/Budget position
4. Scrutiny Topics – Approval Review Committees topic
5. Call-ins (if any)
6. Work Programme 2020/21

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

1. COVID 19 – Update - Staffing
2. Monitoring item (Council Forward Plan / Scrutiny updates)
3. Budget Monitoring Report
4. Universal Credit/UC Board feedback
5. 2019/20 Corporate Performance Report
6. Thames Water update
7. Well run Council performance statistics
8. Call-ins (if any)
9. Work Programme 2020/21

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

1. COVID 19 – Update INCLUDING Employment and impact on Local Economy
2. Membership/Terms of Reference etc.
3. Monitoring item (Council Forward Plan / Scrutiny updates)
4. Budget Monitoring Report
5. Scrutiny Review Topic determination 2020/21
6. Annual Crime and Disorder report
7. Council sickness
8. Call-ins (if any)
9. 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
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 Development
5. Scrutiny draft recommendation report (if appropriate)
6. Use of Agency Staff / interims
7. Council sickness
8. Council Performance Report Quarter 3 – Well-run Council
9. Gender Pay Gap
10. Call-ins (if any)
11. 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. Presentation of EM Community Safety/Crime statistics
5. Scrutiny recommendations final report (if appropriate)
6. Call-ins (if any)
7. Work Programme 2020/21

