



**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 the meeting which will be held in Council Chamber, Town Hall, Upper Street, N1 2UD on, **25 July 2022 at 7.30 pm.**

Enquiries to : Thomas French
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Despatched : 15 July 2022

Membership

Councillors:

Councillor Jenny Kay (Chair)	Councillor Hannah McHugh
Councillor Gulcin Ozdemir (Vice-Chair)	Councillor Praful Nargund
Councillor Jilani Chowdhury	Councillor Saiqa Pandor
Councillor Jason Jackson	Councillor Matt Nathan
Councillor Tricia Clarke	Councillor Angelo Weekes
Councillor Sheila Chapman	Councillor Bashir Ibrahim
Councillor Gary Heather	Councillor Phil Graham
Councillor Heather Staff	Councillor Caroline Russell

Substitutes:

Councillor Janet Burgess MBE	Councillor Troy Gallagher
Councillor Dave Poyser	Councillor Benali Hamdache
Councillor Nick Wayne	

Quorum is 4 Councillors

A. Formal Matters

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

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

- if it is not yet on the council's register, you **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent;
- you may **choose** to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.

In both the above cases, you **must** leave the room without participating in discussion of the item.

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

***(a) Employment, etc** - Any employment, office, trade, profession or vocation carried on for profit or gain.

(b) Sponsorship - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.

(c) Contracts - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.

(d) Land - Any beneficial interest in land which is within the council's area.

(e) Licences- Any licence to occupy land in the council's area for a month or longer.

(f) Corporate tenancies - Any tenancy between the council and a body in which you or your partner have a beneficial interest.

(g) Securities - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to all members present at the meeting.

4. Minutes of the previous meeting
To follow
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.

7. External Attendees (if any)

B.	Items for Call-In (if any)	Page
C.	Scrutiny and Monitoring Reports	Page
1.	Scrutiny Initiation Document - Cost of Living Crisis <i>To follow</i>	
2.	Scrutiny Review Witness Evidence - Council Tax Support Scheme	1 - 50
3.	Review Topics from the Council's Scrutiny Committees	51 - 54
4.	Monitoring item (Council Forward Plan / Scrutiny Updates / Committee Work Programme)	55 - 80
5.	Quarter 4 / End-of-year 2021-22 Corporate Performance Report	81 - 202
6.	Provisional Financial Outturn 2021/22	203 - 250
D.	Report of Review Chairs	Page

E. 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.

F. 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.

G.	Exempt Items for Call-In (if any)	Page
H.	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.

The next meeting of the Policy and Performance Scrutiny Committee will be on
15 September 2022

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

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NOTE: This report is attached for the committee to consider in relation to Item C2 - Scrutiny Review Witness Evidence (Council Tax Support Scheme)

Community Wealth Building Department
7 Newington Barrow Way, London, N7 7EP

Report of: Executive Member for Finance and Performance

Meeting of:	Date:	Ward(s):
Full Council	9 December 2021	All

Delete as appropriate:		Non-exempt
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SUBJECT: The Council Tax Support Scheme for 2022/23

1. Synopsis

- 1.1 The Council Tax Support Scheme for 2021/22 was agreed by Council on 10 December 2020. The Scheme has to be agreed by full Council by 11 March for each subsequent year, even if it remains unchanged.
- 1.2 Islington's Council Tax Support Scheme is an important part of the safety net we offer to help support and protect low-income households. As many of these households have suffered additional and disproportionate hardship as a result of the pandemic, particularly increased unemployment rates and more recently a £20 reduction in Universal Credit, a review is timely.
- 1.3 This report proposes changes to the Council Tax Support Scheme following public consultation and seeks approval for a revised scheme for 2022/23.
- 1.4 There is also a legal requirement to affirm on an annual basis the council tax discounts and exemptions for empty properties and the empty rates premium.

2. Recommendations

- 2.1 To change the way the Council Tax Support is calculated so that:
 - The cap for working age households reduces from 8.5% to 5%. This will increase from 91.5% to 95% the level of support they would have been entitled to under the old council tax benefit rules.

- Payment of Council Tax Support on two homes is allowed in specific circumstances.
- The age for a Class 2 reduction is aligned with the increase in state pension age.

2.2 To agree to adopt the Council Tax Support Scheme for 2022/23 as contained in Appendix A.

2.3 To retain the amendments to council tax agreed at full Council on 10 December 2020, with 1) to 3) below continuing to apply, whilst updating 4) below to charge a premium at the maximum that is now allowed. This will mean increasing from 100% on the council tax of all properties that have remained empty for over 2 years to the amounts set out in 4) below.

This continues the Council's practice to discourage properties remaining empty that impacts on the economic and social well-being of the borough. There will be support for any vulnerable residents impacted.

1) council tax exemption classes A (unoccupied and unfurnished property that requires or is undergoing major repairs) and C (unoccupied and unfurnished property) will have a discount of 0% for all cases;

2) council tax discount for second homes will be 0% in all cases;

3) council tax discount for empty furnished lets will be 0% in all cases; and

4) a premium will be charged at the maximum percentage allowed of 100% on the council tax of all properties that have remained empty for over 2 years but less than 5 years in all cases.

a premium will be charged at the maximum percentage allowed of 200% on the council tax of all properties that have remained empty for over 5 years but less than 10 years in all cases.

a premium will be charged at the maximum percentage allowed of 300% on the council tax of all properties that have remained empty for over 10 years in all cases.

3. Background

3.1 As a result of the Government's abolition of council tax benefit from 1 April 2013, combined with a reduction in our funding from the Government of £2.9m at that time, we had to propose and consult on a new Council Tax Support Scheme. Further consultation was carried out in 2016 and again recently in 2021.

3.2 There is a legal requirement for the Council to agree the scheme each year and a further requirement to consult with residents if the scheme is changed.

3.3 We are proposing to retain within the Council Tax Support Scheme for 2022/23 the following:

- allow a £100 older person discount for residents aged State Pension Age or over who are liable for council tax;

- protect pensioners in order that their Council Tax Support is broadly the same as they would have received in council tax benefit;
- base the award for working age people on the Council Tax Benefit Regulations providing extra support for disabled people, families with children, and people in employment;
- allow for income rises of £5 a week (cumulatively) without a reduction in support to encourage paid employment;

3.4 From 18 August 2021 to 30 September 2021 we consulted to seek views on the following:

- the level of support working age households receive
- allowing payment on two homes when a person has left the normal home because of fear of violence, are awaiting disability adaptations on the new home and unable to move in until these are carried out or have moved out within the last 4 weeks and still have to pay rent on the old home.
- updating the wording of Class 2 within the Council Tax Support Scheme to align it with the government's gradual increase of the state pension age.

3.5 On the level of support for working age households, two thirds of people responding to the consultation either strongly agreed, agreed or had no firm view with the general principle of increasing the level of support to those of working age through the Council Tax Support Scheme.

3.6 We are therefore recommending the Council invests in enhancing the support offered to working age households with lower incomes. By increasing the level of support from 91.5% to 95%, eligible households' bills will see an average reduction of £42 per annum.

3.7 In respect of allowing payment on two homes when a person has left the normal home because of fear of violence, are waiting disability adaptations on the new home and unable to move in until these are carried out or have moved out within the last 4 weeks and still have to pay rent on the old home, 74% of people responding to the consultation either strongly agreed, agreed or had no firm view with this proposal.

3.8 We asked about updating the wording of Class 2 within the Council Tax Support Scheme to align it with the Government's gradual increase of the state pension age. 88% of people responding to the consultation either strongly agreed, agreed or had no firm view.

3.9 The full outcome and feedback from the consultation conducted between 18 August 2021 and 30 September 2021 is included as Appendix B.

4 Implications

4.1 Financial implications:

4.1.1 The financial implications are based on a cost estimate derived from the latest current year caseload figures. The actual cost to the council would depend on future increases/decreases in working aged caseload and the level of council tax increases. The table below summarises the financial impact on Islington of increasing the working aged council tax subsidy from 91.5% to 95%.

	Estimate £m
Current total cost of CTS (WA and pensioners)	31.471
Current cost of WA CTS	22.369
Estimated LBI share of increasing WA CTS from 91.5% to 95%	0.676

There is provision in the MTFS to cover this increased, ongoing budget requirement from 2022/23.

4.2 Legal Implications:

4.2.1 The Council is required for each financial year to consider whether to revise its council tax support scheme or to replace it with another scheme (paragraph 5 of Schedule 1A to the Local Government Finance Act 1992). When revising a scheme, the Council must comply with paragraph 3 of Schedule 1A. Paragraph 3 requires that, before revising the scheme, the Council must (in the following order)

- (a) consult any major precepting authority which has power to issue a precept to it,
- (b) publish a draft scheme in such manner as it thinks fit, and
- (c) consult such other persons as it considers are likely to have an interest in the operation of the scheme.

Consultation is lawful where the consultation principles are complied with: (1) consultation must be carried out at a time when proposals are still at a formative stage; (2) the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response; (3) adequate time must be given for consideration and response; and (4) the product of consultation must be conscientiously taken into account in finalising any proposals.

4.2.2 In accordance with the statutory scheme, and the principles governing consultation, the proposed revision to the Council's council tax support scheme has been consulted upon with the Mayor/GLA, a draft of the proposed scheme has been published, and residents have been consulted. The consultation process was widely publicised. There was advertising of the consultation via Islington Life, social media channels, news bulletins, the Council's website, through the Council's resident support scheme and VCS networks, as well as published adverts in the Islington Gazette and Tribune. The responses to the proposed changes are available for consideration by full Council, and need to be considered carefully before the decision is made as to whether or not approve the revised scheme. The Council is entitled to proceed with the revised scheme even though some of the proposed changes (reducing the cap to 5% for working age residents) did not find favour with the majority of those who responded to the consultation.

Before making a decision as to whether or not to approve the revised scheme, members must pay due regard to the public sector equality implications of the proposed changes. The relevant duty is at section 149 of the Equality Act 2010. The public sector equality implications of the revised scheme are contained in the Resident Impact Assessment.

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

4.3.1 Not applicable.

4.4 Resident Impact Assessment:

4.4.1 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.

4.4.2 The Council Tax Support Scheme Resident Impact Assessment is attached as Appendix B. This can be summarised as follows:

- The Council is choosing to keep most criteria for the Council Tax Support Scheme the same as for Council Tax Benefit because it considers this to be fair, with extra premiums already awarded for disability, children and incentives for employment.
- The Council Tax Support Scheme provides full protection for older people who are a vulnerable group whom we intend to continue to support.
- In relation to older people aged State Pension Age or over, Islington's minimum Council Tax Support of £100 means that there will be fewer marginal cases of older people who are not quite poor enough to receive the benefit but who are still financially fragile. People in this category are less likely to access, or be able to access, the labour market.
- Despite the loss of the government grant and in the face of repeated government cuts to Islington's funding, reducing the cap to 5% is seen as an effective way that we can support our working age, low income households at this difficult time as we recover from the impacts of Covid-19.
- Applying the 5% reduction to the end of the benefit award (bottom slicing) rather than taking this from the liability (top slicing) works out better for people on partial benefit and it was people on partial benefit who were most concerned about the financial impact of the changes to them personally.

4.4.3 The Resident Impact Assessment identified the following as the key mitigation options:

- The Council's limiting of the reduction in benefit from what would have been in the region of 18% to 5% allows affected claimants greater opportunity to adapt to their financial circumstances.
- The Council can continue to help to finance the costs of limiting the reduction in benefit to 5% by adopting the other changes in the Local Government Finance Act regarding exemptions and discounts ('empties') by charging fully for class A and C empty properties, second homes and empty furnished lets.
- The Council can continue to limit the impact of Council Tax by adopting a non-standard council tax recovery process for council tax support recipients, where appropriate.
- The Council can mitigate for residents who cannot pay through the use of the council tax welfare provision (or other funds) in the Resident Support Scheme.

5. Reason for recommendations

- 5.1 The Council Tax Support Scheme enables the Council to provide assistance with council tax bills to the lowest income households. Financing the scheme is particularly challenging in the face of repeated government cuts to Islington's funding and the Council having to make the difficult decision to increase general levels of council tax. Despite these changes, Islington's council tax remains below the London average.

Even with these pressures we've both protected the scheme over the years and put in additional funding as it's come under pressure during the Covid-19 global pandemic. We have seen an increase in households becoming eligible for Council Tax Support as they've lost jobs or had reduced income. Given the unprecedented challenges residents faced during Covid-19, it is appropriate that we look at the scheme to ensure we are doing as much as we can for those that need the support most.

It is recommended that the Council Tax Support Scheme (Appendix A) is approved for 2022/23.

Appendices

- Appendix A: Council Tax Support Scheme for 2022/23
- Appendix B: Consultation outcome report
- Appendix C: Resident Impact Assessment
- Appendix D: From the cradle to the grave – a lifetime of support

Final report clearance:

Signed by: Cllr Satnam Gill

Executive Member for Finance and
Performance

Date 25/11/21

Received by:

Head of Democratic Services

Date

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London Borough of Islington

Council Tax Support Scheme

Approved by Council on 9 December 2021



Islington Council: Council Tax Support Scheme

1. This document and the law

This document is the London Borough of Islington's Council Tax Reduction Scheme, set out under section 13A (2) [substituted by clause 8 of the Local government finance Bill] of the Local Government Finance Act 1992.

This scheme, referred to as Council Tax Support (CTS), has been agreed based on:

- the outcome of a public consultation exercise carried out in 2012, repeated in 2016 and 2021;
- the Equality Impact Assessment made in relation to the scheme and the subsequent Resident Impact Assessments carried out annually; and
- Considerations and decisions made annually by full Council.

2. Introduction

CTS reduces the amount of council tax a person has to pay based on an assessment made by Islington Council (the Council). As the Billing Authority, council tax is raised and charged by the Council and the CTS assessed by the Council can only be applied to council tax bills issued by the Council.

This scheme sets out rules for three classes of claimants. The amount of CTS shall be determined through means testing. As such the income and capital of the claimant and any partner or partners in the case of a polygamous couple in the household shall be taken into account. It is considered that eligibility for CTS is defined by the terms of the former Council Tax Benefit (CTB) scheme as set out in the Social Security Contributions and Benefits Act 1992, the Social Security Administration Act 1992, the Council Tax Benefit Regulations 2006 and the Housing Benefit and Council Tax Benefit (Decisions and Appeals) Regulations 2001, the Council Tax Reduction Schemes (Default Scheme) (England) Regulations 2012. These will hereafter be known as the Regulations and these Regulations set out how CTB was claimed, how it was calculated and how it was paid. This scheme proposes that the principles and methods set out in those Regulations be used to determine CTS, except where amendments are set out in this scheme or by statute under the Local Government Finance Act 1992 (as amended) and accompanying legislation. For the avoidance of doubt, where there is a difference or conflict between the Regulations and the Council's CTS scheme, then it is the Council's CTS scheme as set out here that will take precedence and be applied.

3. Making a claim

A claim must be made in respect of a person who is resident in the dwelling concerned, and liable for payment of council tax. A valid claim can be made by the person liable for council tax or by their appointed representative.

3.1 How to claim

3.1.1 Except where paragraph 3.1.2 applies, an application shall be required for all new claims from 1 April 2013. A person liable to pay council tax will be able to make a claim using any of the methods the Council provides for. Generally, claims can be made via telephone, email, the Council website, in writing or in person at Islington Council offices, or to the Department of Work and Pensions (DWP) and Jobcentres. Notification by the DWP that a person has claimed universal

credit will be treated as an application for CTS. A valid claim must be accompanied by the necessary supporting evidence.

3.1.2 For claimants entitled to the reduction in class 2 only (defined below), where it is possible for the Council to award CTS without application it shall do so. Indeed, for this provision an identification by the Council that a person would be entitled to this reduction by virtue of relevant detail already obtained by the Council may be enough to constitute a claim and to enable the award of a reduction. If a reduction cannot be awarded by the Council automatically under class 2, it shall be the duty of the person or persons with a council tax liability to claim this using the application process prescribed on the Islington Council website, and this application shall be required to be received in the council tax year for which the reduction applies.

4. Classes of reduction

4.1 It is considered that the Council has 3 classes of reduction in its CTS scheme. The classes below also identify the persons that the reduction will cover.

Class 1 – A person or persons of pension credit age has protection prescribed in the Local Government Finance Act 1992 (as amended). The council tax reduction shall be assessed in accordance with the provisions of that Act.

Class 2 – A person or persons with a council tax liability on 1 April 2022 and of state pension age or over shall be entitled to a minimum reduction of £100 per annum, unless the council tax liability is less than this, in which case it shall match the annual council tax liability.

Class 3 – A person or persons not entitled to protection under class 1 who would be entitled to CTB based on the Regulations at 31 March 2013:

- a) shall be entitled to CTS based on that notional CTB entitlement, less 5%; and
- b) if, after the accurate calculation of the CTS award under Class 3a), subsequent calculations or revisions of the same CTS award would result in a decrease in the CTS award of less than £1 a week cumulatively, then no decrease shall be applied. This excludes uprating as defined in clause 5.3.

4.2 Making changes to the dates for the classes of reduction

For Class 2, the Council may substitute the date provided with a date of its choosing. This will enable the scheme to continue into future years. Any changes to dates shall be published on the website by 11 March of the year that immediately precedes the new council tax year to which the CTS shall apply.

4.3 Making changes to the values for the classes of reduction

For Class 2, for the minimum reduction the Council may substitute any amount it chooses, including £Nil. Should a change be made for a future council tax year, this shall be published on the website by 11 March of the year that immediately precedes the new council tax year to which the CTS shall apply.

For the purposes of Class 3a), the Council may substitute 5% with any amount it chooses but capped at 25%.

For the purposes of Class 3b), the Council may substitute £1 with any amount it chooses. Should a change be made for a future council tax year this shall be published on the website by 11 March of the year that immediately precedes the new council tax year to which the CTS shall apply.

4.4 Administering the reduction

For all Classes the reduction shall be made to the council tax liability in the council tax year that the CTS applies.

4.5 Explanation of the cumulative effect in Class 3b)

The intention is that subsequent calculations or revisions of the same CTS award that would result in a decrease in that CTS award of less than £1 a week, would only take effect when the combination of these changes would reduce that CTS award by £1 a week or more. In other words, changes in circumstances that, if applied, would reduce the CTS award would be held back until the cumulative impact of these when combined with future changes actually reduces the CTS award by £1 a week or more. This excludes uprating as defined in clause 5.3.

5. Exceptions to the Regulations

This scheme proposes that the principles and methods set out in the Regulations be used to determine CTS, except where amendments are set out in this scheme or by statute under the Local Government Finance Act 1992 (as amended) and accompanying legislation.

The exceptions to these Regulations (or clarifications) are set out below:

5.1 Information and evidence

The Council may accept any information or evidence that it sees fit to support a claim for CTS and may receive this in any way that it sees fit. As a guide, it shall publish what is expected on the Council's website. If all the information or evidence it needs is not submitted, the Council shall seek to make contact with the claimant once to obtain this. If the claimant does not reply or provide the information required within one month of the first contact made with or by the Council in relation to the application, the Council may decide to treat the claim as incomplete and refuse the CTS application. The Council may extend the one-month time limit if it thinks it is reasonable to give more time but in any case this shall not be extended beyond 3 months after the date of the first contact made with or by the Council in relation to the application.

5.2 Treatment of income

For the purpose of making an assessment under the CTS scheme, all income shall be treated in accordance with the Regulations. However, from time to time the Government may reform welfare benefits and introduce new benefits or replace them with equivalent benefits of a different name. Under the Regulations, some prescribed income is disregarded, some prescribed income has an impact on the premiums that can be applied to a person's applicable amount, and some prescribed income has an impact on the level of a non-dependant deduction(s) to be applied. In addition to this, some prescribed income passports a person to full entitlement to CTB, albeit subject to certain deductions such as a non-dependant deduction.

It is the intention of the Council for the CTS scheme, that where such income is replaced by the Government by an equivalent benefit or where new benefits are introduced, that these changes should be applied at the same time to CTS (or as soon as practicable thereafter) and attract the appropriate and equivalent income disregard, premium for the applicable amount and non-dependant deduction. It is also the intention to continue to passport an equivalent benefit to full entitlement to notional CTB to allow the CTS to be calculated.

To achieve this, when a new welfare benefit (income) is introduced by Government, the Council shall decide for the purposes of applying the Regulations:

- whether it should be disregarded; and/or
- the premium (if any) that it should attract; and/or
- the non-dependant deduction that should apply (if any); and/or
- whether it should be treated as income that would passport a person to full notional CTB entitlement.

Once the Council has decided how changes to other welfare benefits shall be treated for the purposes of applying the Regulations, the Council shall publish this detail on the Council website prior to the commencement of this new welfare benefit or as soon as practicable thereafter. Any changes will be summarised in Appendix A1.

The Regulations currently afford the Council the discretion to disregard war widows pension and war disablement allowance. The Council will continue to disregard this income for the purposes of assessing CTS.

Any payment from Islington Council through the Support Payment Scheme to non-recent child abuse survivors will be disregarded as both income and capital.

Universal Credit income will be treated in accordance with the Regulations and The Council Tax Reduction Schemes (Default Scheme) (England) Regulations 2012.

5.3 National changes to premiums, allowances, applicable amounts, disregards and deductions (the components)

For the purpose of making an assessment under the CTS scheme, all the components shall be treated in accordance with the Regulations. However, from time to time the Government may reform welfare benefits and:

- introduce a new component;
- change the value of an existing component; or
- change the basis on which an existing component can be applied.

Where this happens, the Council will have the option immediately to make a change to the CTS scheme based on the treatment of a similar component in an equivalent national scheme. An equivalent national scheme means either the provisions that form the basis for assessment under Class 1 or the Housing Benefit General Regulations 1987 (as amended).

The Council shall determine how changes to the components in an equivalent national scheme will be treated for the purposes of assessing an award under Class 3, including the date that any change will take effect. The Council shall publish this detail on the Council website prior to the commencement of these changes or as soon as practicable thereafter. Changes published in previous years are summarised in Appendix A1.

From time to time, the components and some income will be subject to uprating by the government to reflect changes in the consumer price index. This scheme provides that the Council shall uprate all the components and income in accordance with the Government's uprating of the same or equivalent components (as identified by the Council) in the equivalent national scheme.

5.4 Payment of Council Tax Support for two homes

The criteria for the award of Council Tax Support on two homes applies only in the following circumstances:

- Moved out of the home because of violence or fear of violence, council tax support can be paid for both homes, if intention to return home, for a period of up to 52 weeks.
- Awaiting disability adaptations on new home and unable to move in until these are carried out up to 4 weeks.
- Moved out within the last 4 weeks and still have to pay rent on old home (for council tax support this would be one day).

5.5 Decisions and notifications of decisions

The Council shall make a decision on a claim within a reasonable timescale after receiving all required information and evidence. In order to inform a claimant of the decision, the Council shall send them a revised council tax bill showing the amount and period of the CTS award. The bill itself shall be formal notification of the CTS decision unless CTS is not awarded as a result of us deciding to treat the claim as incomplete or the person does not qualify for CTS, in which case a letter will be issued to the claimant. Claimants may request a statement of reasons to explain how the award was calculated. The council tax bill shall include a person's appeal rights, how they can request a statement of reasons and details of how to apply for further discretionary help from the Council Tax Welfare provision in the Resident Support Scheme. The claimant can elect to receive their bill by post or by using Islington's web portal 'My eAccount', also known as e-billing. For the avoidance of doubt, the requirements in the Regulations to notify a person of their CTB entitlement in a manner and including detail prescribed by those Regulations shall be revoked for the purposes of the CTS scheme.

5.6 How CTS will be paid

All CTS will be 'paid' by crediting the amount of CTS against the claimant's council tax liability to reduce the bill. Should a bill that attracts a council tax reduction be in credit at the point that a council tax liability is ended, the Council may use that credit to reduce any other sum that is owed to the Council by that person.

5.7 Changes of circumstances

The recipient of CTS or their appointee must notify the Council of any change to their household circumstances, income or capital that may affect the amount of CTS they are entitled to. Any change of circumstances must be reported within one calendar month of the change happening. Any change can be reported to Islington Council by telephone, email, via website or in writing. Supporting information may be required. Each material change shall result in a recalculation of CTS entitlement and a revised bill if appropriate.

A process for reviewing current CTS entitlement may be implemented by the Council. CTS may be reviewed at any time after its commencement. Failure of the claimant to fulfil any reasonable request made by the Council during a review of their CTS award shall result in the termination of that CTS award from the commencement date of the review.

5.8 Appeals

If the claimant disagrees with the CTS award or non-award following a claim, they can request that the Council looks at this again (this is known as an application for revision). They must do this within one month of the date of the council tax bill that shows the amount and period of their CTS or within one month of the date of their CTS non-qualification letter. If an appeal made by the same claimant about a housing benefit decision would also impact on CTS, the Council may also treat this as an appeal against CTS if it is made within one month of the date of the council tax bill that shows the amount and period of their CTS. The Council shall check if the decision is

correct and inform the claimant of its decision in writing. If, the Council believes that its decision is correct or the claimant does not receive a response from the Council within 2 months, the claimant has another 2 months to appeal to the Valuation Tribunal where a final decision can be made. Any appeal against a decision regarding CTS will not mean that payments of council tax may be withheld. Payments must be made as they fall due and if an appeal is successful any additional CTS award shall be credited against the claimant's council tax liability at that time as directed.

5.9 Excess Benefit

Regulation 82 and 83 of the CTB Regulations 2006 will not apply to this scheme. If following a recalculation of the entitlement to Council Tax Support, regardless of the cause for the need for that recalculation, if the chargeable amount of the council tax bill is greater than the previous notification, the council can bill the taxpayer for the difference. Payments must be made as they fall due.

6. General Provisions

6.1 Council Tax Welfare Provision

There is a welfare scheme available for council tax payers receiving CTS experiencing exceptional hardship. This is part of the Resident Support Scheme and the procedure for application is contained within the detail of the Resident Support Scheme approved by the Council's Executive.

6.2 Fraud

The Council will investigate any case where it has reason to believe that an amount of CTS has been awarded as a result of a claim which is fraudulent in any respect. This will include any incidence of a claimant not notifying the Council of any change in household circumstances, income or capital that results in a higher reduction under the CTS scheme than a person is due.

6.3 Consultation

The Council recognises its legal duty to consult should there be future changes to the scheme. However, from time to time the council will need to make minor changes to the practice and operation of the scheme and, should these occur, we will consult by way of publishing a notice on the Council's website during the last 2 weeks of January of the year that immediately precedes the new council tax year to which the CTS shall apply. A consultee shall then have until 31 January of that same year to respond to this notice. The Council officers delegated to operate the scheme will give due regard to this response.

6.4 Delegation

The Council shall delegate the operation of this scheme to the Corporate Director of Community Wealth Building who will designate the appropriate officers to undertake this role. Currently, these officers are all based in the Community Financial Resilience Directorate of the Council's Community Wealth Building Department.

6.5 CTS Scheme Agreement

The CTS Scheme will be reviewed annually and subject to further agreement at Full Council prior to 11 March each year.

1 Changes to the Council Tax Support scheme

This document details changes made to the London Borough of Islington's Council Tax Support scheme published on the council website in accordance with 5.2 and 5.3 of the scheme.

<https://www.islington.gov.uk/benefits-and-support/council-tax-support>

1.1 Temporary absence outside of Great Britain

From 15 January 2017, the rules about getting Council Tax Support if a claimant goes abroad have changed to bring them in line with the changes in Housing Benefit rules to mirror the amendments to the Housing Benefit Regulations 2006 as outlined in The Housing Benefit and State Pension Credit (Temporary Absence) (Amendment) Regulations 2016.

1.2 Restrictions on the amounts for children and qualifying young persons

From 1 April 2017, the number of personal allowances, which can be included in the applicable amount for Council Tax Support in respect of children and qualifying young people, will be limited to no more than two children. This is in line with the Child Tax Credit restrictions announced in the Summer Budget of 2015, which in turn affect the applicable amounts for Housing Benefits as outlined in The Social Security (Restrictions on Amounts for Children and Qualifying Young Persons) Amendment Regulations 2017.

1.3 Non-dependant deductions

Council Tax Support		
Non-dependant deductions	1 April 2021 to 31 March 2022 weekly deduction	1 April 2022 to 31 March 2022 weekly deduction
Aged 18 or over and on Income Support, income-based Jobseeker's Allowance, income-related Employment Support Allowance, Universal Credit where the award is calculated on the basis that the non-dependant does not have any earned income, or in receipt of Pension Credit	Nil	Nil
Aged 18 or over and not in remunerative work	£4.05	£4.20
Aged over 18 or over and in remunerative work		
- gross income: less than £224	£4.05	£4.20
- gross income: £224 to £388.99	£8.30	£8.55
- gross income: £389 to £483.99	£10.40	£10.70
- gross income: £484 and above	£12.45	£12.85

Consultation on the Council Tax Support Scheme from 1 April 2022

Introduction







A consultation on the proposals to change the Council Tax Support Scheme from 1 April 2022 was conducted between the 18 August 2021 and the 30 September 2021.

The consultation was advertised via Islington Life, social media channels, latest news bulletins, council website, through our resident support scheme and VCS networks, along with published adverts in the Islington Gazette and Tribune.

Residents were able to complete the consultation online via the council's website. Contact Islington were able to assist anyone to complete the online form to respond to the consultation and a paper copy to respond to the consultation was available on request.

Summary of responses received







1. Any changes to the Council Tax Support Scheme will be introduced from 1 April 2022. Overall do you agree with increasing the level of support to those of working age through the Council Tax Support Scheme?

Strongly agree	26.0%		13
Agree	26.0%		13
Neither agree or disagree	14.0%		7
Disagree	10.0%		5
Strongly disagree	20.0%		10
Not sure	4.0%		2
Total respondents			50
Respondents who skipped this question			0

Q1 summary of responses

Overall a majority of respondents, 52%, were agreeable with the general principle of increasing the level of support to those of working age through the Council Tax Support Scheme.







2. Do you agree that the Council should retain the current level of support to working age households capped at 8.5% allowing the Council to invest any available resources in priorities elsewhere?

Strongly agree	24.0%		12
Agree	36.0%		18
Neither agree or disagree	4.0%		2
Disagree	16.0%		8
Strongly disagree	18.0%		9
Not sure	2.0%		1
Total respondents			50
Respondents who skipped this question			0

Q2 summary of responses

A majority of 60% of respondents agreed with retaining the current level of support to working age households capped at 8.5%.

3. Do you agree that the Council should increase support to working age residents by reducing the cap to 5%, thus allowing up to 95% of the support they would have been entitled to under the old council tax benefit rules?







Strongly agree	12.0%		6
Agree	14.0%		7
Neither agree or disagree	24.0%		12
Disagree	28.0%		14
Strongly disagree	22.0%		11
Not sure	0.0%		0
Total respondents			50
Respondents who skipped this question			0

Q3 summary of responses

There were 26% of respondents agreeable to increase support to working age residents by reducing the cap to 5%, thus allowing up to 95% of the support they would have been entitled to under the old council tax benefit rules. 50% of respondents indicated they disagreed.

4. Do you agree that the Council should explore increasing the level of support to working age residents by reducing the cap to 0%, thus allowing up to 100% of the support they would have been entitled to under the old council tax benefit rules.

To do this the Council will remove from the Council tax Support scheme the Older Person Discount, the Foster Care Allowance and the Care Leaves/Shared Lives Allowance?

Strongly agree	12.0%		6
Agree	4.0%		2
Neither agree or disagree	10.0%		5
Disagree	26.0%		13
Strongly disagree	46.0%		23
Not sure	2.0%		1
Total respondents			50
Respondents who skipped this question			0

Q4 summary of responses

There were 72% of respondents that disagreed with this proposal.

5. If you disagree with allowing payment on two homes when a person has left the normal home because of fear of violence, are waiting disability adaptations on the new home and unable to move in until these are carried out or have moved out within the last 4 weeks and still have to pay rent on the old home. Please explain why you disagree.

Total respondents	13
Respondents who skipped this question	37

Q5 summary of responses

74% of respondents did not disagree with this proposal. Those that directly disagreed with this proposal based on their comments is 6% of respondents.

Comments made to this question are listed in full at Appendix A.

6. If you disagree with updating the wording of Class 2 within the Council Tax Support Scheme to align it with the Government's gradual increase of the state pension age. Please explain why you disagree.

Total respondents	6
Respondents who skipped this question	44

Q6 summary of responses

There were 88% of respondents that did not disagree with the proposal. From the comments provided, 6% of respondents directly disagreed with this proposal.

Comments made to this question are listed in full at Appendix A.



7. Are there any comments or alternative proposals that you would like to make?

Total respondents	14
Respondents who skipped this question	36



Q7 summary of responses

72% of respondents did not provide any additional comments or alternative proposals. For the 28% that did complete this section, the comments made to this question are listed in full at Appendix A.



8. Do you live in Islington?

Yes	88.0%		44
No	12.0%		6
Total respondents			50
Respondents who skipped this question			0




9. Are you a council tax payer?


Yes	98.0%		49
No	2.0%		1
Total respondents			50
Respondents who skipped this question			0

10. Are you currently receiving Council Tax Support




Yes	22.4%		11
No	77.6%		38
Total respondents			49
Respondents who skipped this question			1

11. Gender



Female	51.0%		25
Male	30.6%		15
Non-binary	2.0%		1

Prefer not to say	16.3%		8
Total respondents			49
Respondents who skipped this question			1



12. Do you consider yourself to be trans or to have a trans history?
Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex and/or gender/which they were assigned at birth

Yes	2.0%		1
No	74.0%		37
Prefer not to say	24.0%		12
Total respondents			50
Respondents who skipped this question			0




13. Are you of working age?

Yes	80.0%		40
No	20.0%		10
Total respondents			50
Respondents who skipped this question			0

14. Are you or your partner in paid employment for more than 16 hours per week?



Yes	70.0%		35
No	30.0%		15
Total respondents			50
Respondents who skipped this question			0

15. How many Children do you have living with you?







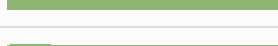

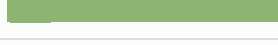

No Children	64.0%		32
1-3 Children	32.0%		16
4 or more children	4.0%		2
Total respondents			50

Respondents who skipped this question	0
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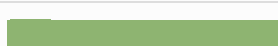


16. Do you, or does anyone who lives with you, have a disability?


Yes	32.0%		16
No	68.0%		34
Total respondents			50
Respondents who skipped this question			0

17. Religion or Belief
















Buddhist	0.0%		0
Christian	34.0%		17
Hindu	0.0%		0
Jewish	0.0%		0
Muslim	4.0%		2
No religion	24.0%		12
Rastafarian	2.0%		1
Sikh	0.0%		0
Other	2.0%		1
Prefer not to say	34.0%		17
Total respondents			50
Respondents who skipped this question			0

18. Sexual Orientation





Bisexual	4.1%		2
Heterosexual/Straight	57.1%		28
Gay	8.2%		4
Lesbian	0.0%		0
Prefer not to say	30.6%		15

I use another term, please provide this here	0.0%		0
Total respondents			49
Respondents who skipped this question			1

19. White







British	48.8%		21
Irish	9.3%		4
Turkish/Turkish Cypriot	0.0%		0
Greek/Greek Cypriot	0.0%		0
Kurdish	2.3%		1
Gypsy/Traveller	0.0%		0
Prefer not to say	25.6%		11
Mixed <i>(Hidden)</i>	0.0%		0
<i>(Hidden)</i>	0.0%		0
<i>(Hidden)</i>	0.0%		0
<i>(Hidden)</i>	0.0%		0
<i>(Hidden)</i>	0.0%		0
<i>(Hidden)</i>	0.0%		0
White and black Caribbean <i>(Hidden)</i>	0.0%		0
Any other white background	14.0%		6
Total respondents			43
Respondents who skipped this question			7

20. Mixed









White and black Caribbean	10.0%		1
White and black African	0.0%		0
White and Asian	10.0%		1
Prefer not to say	80.0%		8

Any other Mixed background	0.0%		0
Total respondents			10
Respondents who skipped this question			40

21. Asian or Asian British



Indian	0.0%		0
Pakistani	0.0%		0
Bangladeshi	0.0%		0
Chinese	0.0%		0
Prefer not to say	100.0%		8
Any other Asian background	0.0%		0
Total respondents			8
Respondents who skipped this question			42

22. Black or Black British

Caribbean	30.8%		4
Somali	7.7%		1
Eritrean	0.0%		0
Nigerian	7.7%		1
Ghanaian	0.0%		0
Other African	0.0%		0
Prefer not to say	53.8%		7
Any other Black background	0.0%		0
Total respondents			13
Respondents who skipped this question			37

23. Other Ethnic Groups

Arab	11.1%		1
Latin American	11.1%		1

Prefer not to say	77.8%		7
Any other background	0.0%		0
Total respondents			9
Respondents who skipped this question			41

It should be noted that for questions 19 to 23, we were unable to set the questionnaire up so that once you had provided an answer you move past the remaining questions. You could opt to skip the questions that did not apply to you. The answers suggest some respondents have answered affirmatively in more than one category.

Appendix A

5. If you disagree with allowing payment on two homes when a person has left the normal home because of fear of violence, are waiting disability adaptations on the new home and unable to move in until these are carried out or have moved out within the last 4 weeks and still have to pay rent on the old home. Please explain why you disagree.

Answers in full

3	I do not disagree
6	Am exemption can be brought in using local powers available in a similar manner to donwsizers exemptions
8	The burden of proof that true entitlement exists may be difficult and could be abused.
17	I believe the rules should remain the same with the council to be a right to wavier at times for the odd case but only at at times and for a short period.
19	N/A
21	There should be NO payment on two homes. The council tax is high enough as it is.
22	Its wrong to not support people in these times
31	No comments.
34	The length of time that people are required to make duplicate payments should be reduced to a minimum to keep costs down.
38	These issues should be resolved as quickly as possible. If you are supporting all these residents - who is paying for it. Everyone uses these services and everyone should be contributing to them. I don't know were you get the money to cover all the support.

39	I agree with this provision. The council however should come down harder on private landlords who leave their home empty more than two months.
45	In practice, the abuser is effectively receiving council support. Albeit I do not object support to the victim, I don't feel our tax money should be used to fund abusers and the council should make provisions to recover the benefit given to abusers.
50	If leaseholders can afford to buy their homes from LBI , they are going to make a lot of profit when they sell to whoever. I find by experience , leaseholders get on TRA `s and block any improvements to Social Housing properties = leaseholders will pay a % for any improvements , therefore they will block improvements for poorer residents . There really needs to be an investigation about the prospects of leaseholders taking over TRA `s in our Borough just to block improvements for poorer residents. It happened under Homes for Islington and increasingly now.

6. If you disagree with updating the wording of Class 2 within the Council Tax Support Scheme to align it with the Government's gradual increase of the state pension age. Please explain why you disagree.

Answers in full

N/A	
31	No comments.
37	Because poorer working class people often have shorter lives and are in poorer health younger. Support after 60 years should be given in all areas financially, health and housing, they should after 60 be made a priority
38	I don't understand what you mean
39	I disagree. Older people over 60 (especially women) are finding it very hard to find and maintain jobs at this time. If the government had really wanted to do something about unequal pension ages they should have lowered men's pensionable age to 60. With youth unemployment skyrocketing the rise in pension age makes no sense.
46	Discounting the council tax bill for everyone 65+ by £100 is ridiculous. There're lots of wealthy pensioners in Islington. The 'Older Person Discount should be dropped, as the poorest pensioners in receipt of Pension Credit will be protected. I know older people are the biggest voting demographic but for a Labour council to be bribing them for their electoral support by keeping this subsidy is, frankly, distasteful.

7. Are there any comments or alternative proposals that you would like to make?

Answers in full

8	Council Tax has already increased vastly in the last 10 years. Cuts need to be made to some support schemes to allow for an overall reduction to rate paying residents.
15	Pensioners have a higher income than many working families or unemployed people and do not need the protection
16	<p>I feel that the option explored is the most reasonable. A blanket £100 to pensioners getting partial council tax support doesn't seem the best use of available monies though, as pensioners very often have hidden resources, it should be more effectively means tested - perhaps aligned to pension savings credit only.</p> <p>It makes sense to protect care leavers and foster carers, as care leavers have no family support and foster carers save the local authority greatly. Two homes CTR provision makes sense, as it is minimally applied</p> <p>some council tax liability for those of working age is fair, and prevents the shock when coming off of benefits</p>
20	Council Tax support should be fully paid to those who rely on Benefits or struggle with low income. Those on low incomes or on benefits should not be penalised for council tax arrears for it brings them more poverty, misery and mental illness.
21	NO MORE INCREASES to Council Tax. You are bleeding working people dry!
26	Seems fair to all
28	Either make it 8.5% for all including pensioners or match the rest to pensioners.
31	All these forms of support schemes should be temporary, as they should be seen as public help to an unpredicted circumstance. The aim should be to help people who currently in financial difficulties to get back on their feet and become again financially independent. Providing benefits indefinitely is prone to abuse and exploitation by opportunists, and this is a form of injustice toward all honest people who make their best to keep up with their financial commitments.
37	And poorer elderly in Islington should be considered more, you shouldn't even consider taking away the £100
38	What checks are made to see that the ongoing support is appropriate. Where does the money come from to keep giving the support, who is paying for it. Again everyone is using the service and contributing is good. What checks are made to quantify how long the support is offered. Are people supported to find work.
42	I feel as the local authority is penalising those who work hard and earn more to be able to receive council tax support.

This additional expense is very disheartening as the area of Islington is not in good repair. It is very hard as a council employee to see what my council tax is being spent on when I see a large number of groups being advantageous. I do not feel people who work and live in the borough in particular receive any support from the local authority and I am bitterly disappointed as an employee and resident !

46 Re 'gender/which they were assigned at birth' - ridiculous stuff. Am aware this wording is widely used but - really!!!

51 It seems if you work then you have to pay for everything in the Borough not enough is being done to drive people into a job. Each year Council tax rises to pay for all sorts of other care.so the only people paying out is the people working.

52 I'm eyerolling at the way these questions are designed to reduce actual input and stop you getting good rich data. q4. Agree with the first part and not the second. If you can keep benefits the same and reallocate resources elsewhere as in q2, you can take resources from elsewhere an reallocate to this. you just don't want to.



Resident Impact Assessment

**Screening and full assessment of Islington's
Council Tax Support (CTS) Scheme.**

Contents

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3. [The proposal](#)
4. [Equality Impacts](#)
5. [Socio-economic, safeguarding and Human Rights impacts](#)
6. [Summary: key findings of the RIA](#)

1. Introduction and context

A Resident Impact Assessment (RIA) is a way of systematically and thoroughly assessing policies against the Council’s responsibilities in relation to the Public Sector Equality Duty, Human Rights and Safeguarding.

This RIA will describe the CTS scheme, its intended purpose and how it has been implemented. It will detail which residents are expected to be affected by the policy and the expected impact in relation to:

- The [Public Sector Equality Duty](#);
- Safeguarding responsibilities; and
- Human Rights legislation, specifically with regard to Article 3 (Inhuman Treatment) and Article 8 (Right to Private Life)

We will identify evidence, such as data and research, to assess the impact of the CTS scheme and identify options for addressing issues raised by the assessments.



2. Screening

a) Title of new or changed policy, procedure, function, service activity or financial decision being assessed:	Council Tax Support Scheme (CTS) 2022 – 2023
b) Department and section:	Community Wealth Building, Community Financial Resilience
c) Name and contact details of assessor:	Robbie Rainbird, robbie.rainbird@islington.gov.uk
d) Date initial screening assessment started:	30/9/2021
e) Describe the main aim or purpose of the proposed	To help low-income council tax charge payers pay their Council Tax

new or changed policy, etc. and the intended outcomes:

f) Can this proposal be considered as part of a broader Resident Impact Assessment? For example, it may be more appropriate to carry out an assessment of a divisional restructure rather than the restructure of a single team. No

g) Are there any negative equality impacts as a result of the proposal? Please complete the table below:

Select **Yes, No** or **Unknown** by clicking on the 'Choose an item' boxes below and enter text in the text boxes in the right-hand column:

Protected characteristics	1. Will the proposal discriminate?	2. Will the proposal undermine equality of opportunity?	3. Will the proposal have a negative impact on relations?	What evidence are you using to predict this impact?
Age	The CTS has some different conditions according to age	No	No	Described in Section 4
Disability	The CTS provides some additional support for disabled people	No	No	Described in Section 4
Gender reassignment	No	No	No	Described in Section 4
Marriage and civil partnerships ¹	No	N/A	N/A	Described in Section 4
Race	No	No	No	Described in Section 4
Religion/belief	No	No	No	Described in Section 4

¹ Only the requirement to have due regard to the need to eliminate unlawful discrimination in employment should be considered.

Pregnancy and maternity	No	No	No	Described in Section 4
Sexual Orientation	No	No	No	Described in Section 4
Sex/gender	No	No	No	Described in Section 4

Please list any opportunities in the proposal for advancing equality of opportunity for any of the protected characteristics.

These are described in section 4.

	N/A
h) Please list any opportunities in the proposal for fostering good relations for any of the protected characteristics.	N/A
i) Is the proposal a strategy that lays out priorities in relation to activity and resources and likely to have a negative socio-economic impact on residents?	No
j) Do you anticipate any Safeguarding risks as a result of the proposal?	No
k) Do you anticipate any potential Human Rights breaches as a result of the proposal?	No

3. The policy, procedure, function, service activity or financial decision

a) Date full assessment started: 30/9/2021

b) Title of new or changed policy, procedure, function, service activity or financial decision being assessed?

Council Tax Support Scheme (CTSS) 2022/23

People on low incomes who cannot pay their Council Tax bill can receive CTS to help them.

As part of the Spending Review 2010, the Government announced that expenditure allocated to this localised scheme would be reduced by 10% from the subsidy previously provided for council tax benefit and any increase in expenditure above what is forecast by The Department for Communities and Local Government (DCLG) from that point on must be funded locally by the Council. In 2013/14, the council received in the region of £2.9 million less to give out in support to claimants. This meant the council had to make savings or increase income to fund the shortfall. The Government also stipulated that people of pension credit age must be protected, which meant that the CTS reduction was directed exclusively at working age claimants and would have meant a reduction of around 18%-20% if the cuts were shared in equal proportions across all working age claimants. Originally, the Council chose to make up for this shortfall by introducing a standard reduction to all Council Tax Support recipients of 8.5%, by taking up the Government's offer of a temporary transitional grant and reducing the level of discounts that those with empty properties could apply for. The Government has subsequently withdrawn any transitional grant but the Council had decided to maintain the original level of support it provides to its CTS residents and funded this additional support wholly from its own funds.

The recommendation now is to increase the level of support to working age households by reducing the cap from the 8.5% to 5%. This will equate to 95% of the support that was available under the old council tax benefit. Supporting our residents to recover from the economic impacts of Covid-19 is a priority. In 2020/21 and 2021/22 we have helped all working age households entitled to CTS with a Covid-19 hardship rebate of up to £150 on their annual council tax bill. This was funded by Government grant in 2020/21 and by the Council in 2021/22, the Covid-19 hardship rebate will cease at the end of 2021/22. Increasing the maximum level of support available to working age households allows us to provide further financial assistance to our low income households, helping them to recover from the devastating impacts of the global pandemic, whilst working with them to improve their financial situation including their employment opportunities.

c) What is the profile of the current service users and residents impacted by the change?

It affects everyone in Islington who has to pay Council Tax which broadly speaking means that it affects all residents. The number fluctuates but there are about 146,000 households with a liability for Council Tax.

d) What is the profile of the workforce impacted by the change?

The workforce is not impacted.

e) How will the proposed change impact this profile?

A decision to reduce the 8.5% cap for working-age CTS recipients to a 5% cap will provide more support to our low income households who qualify for CTS.

4. Equality impacts and mitigations

No significant issues have arisen as to the impact of Islington's Council Tax Support Scheme since it was introduced in 2013 and the analysis provided in this section should be seen in this context.

Since the Council Tax Support Scheme (CTSS) relates to the distribution of money based on criteria relating to income, it is predominantly data relevant to these issues that has been analysed in order to assess the impact of the CTSS proposals on different groups.

Although it is difficult to update demographic data or information about population statistics without recent national survey data, there is no reason to believe that figures we refer to in this analysis have materially changed from the previous years'.

As the funding for the scheme has been cut by 10% by government and not increased subsequently despite demographic change, the scheme would tend to disadvantage at least some residents with protected characteristics and/or those living in poverty, unless money was found from other parts of the council budget to make up the shortfall. The Government has also stipulated that people of pension credit age must be protected, which means that the benefit paid to other CTS claimants would need to be reduced by an estimated 18%-20% if cuts were shared in equal proportions across all remaining recipients.

However, in order to keep the extent of the financial burden on our working-age CTS claimants low, the Council did not make an 18%-20% reduction but continued to limit the reduction to 85% up to 2021/22.

During the Covid-19 period a range of support and financial assistance has been provided to our low income and vulnerable households. This includes the Covid-19 hardship rebate on council tax bills for working age households, increased local welfare provision support through our residents support scheme, help with food provision and payments of various grants to help with food, utilities, lost income due to self-isolation.

The Council has recently consulted on options for increasing the level of support for working age households through the CTSS. We feel this is the right time to review the level of support to working age households, having completed that review we feel we can increase the level of support available to working age households by reducing the cap to 5%. This vital support is part of our strategy to give our low income and vulnerable households the best opportunity to recover from the impacts of Covid-19. To improve their financial situation by gaining good employment, along with building some financial resilience in our communities.

The council tax system holds very little data on most of the protected characteristics, including gender, disability and race. It has therefore been necessary to look at different local and national sources of data from different years in order to build a picture that can be used for this impact assessment.

The 2011 census shows that there are 206,100 residents in Islington and 96,100 households. This is 27,000 more than the 2001 census upon which much of the data in this assessment is based. Notwithstanding its shortcomings, the data is sufficient to get an idea of potential impacts arising from CTS.

Our CTS scheme incorporates full protection for older people against the previous council tax benefit scheme and mitigation for disabled people and large families. Applying the percentage reduction to the end of the benefit award (bottom slicing) rather than taking this from the liability (top slicing) helps people on partial benefit and there was a message from the public consultation that those on partial benefit are more concerned about the impact of the CTS. To illustrate this, in the case where the reduction is 5%:

1) for someone who was in receipt of £20 full CTB, whether the reduction in benefit was top sliced or bottom sliced the reduction is £1 (5%) leaving CTS of £19 for those previously receiving "full" benefit in this example;

2) however, in the case of someone who was previously on partial CTB because they had additional income from working, to reduce their benefit by top slicing would (if the starting point was £20) leave their CTS as £9 (£20 less £1 (5%) less £10 Excess Income = £9). But if their partial benefit was reduced by bottom slicing instead this would leave their CTS as £9.50 (£20 less £10 Excess Income = £10. Taking 5% of this leaves £9.50). Therefore, choosing to bottom slice makes it better for those on partial benefit which supports the consultation findings.

There is also mitigation for those who might be deemed to be better off by allowing savings of up to £16,000 before someone is disqualified from receiving CTS (this is known as the "capital limit") and giving an additional discount of up to £100 to all pensioners over the state pension age, whether or not they currently qualify for CTS. Although the net effect of providing support to those deemed to be better off is that less money is available for others that may be in greater need, there are positive aspects to Islington's scheme. People who are not particularly well off but have accumulated savings will not be penalised and even if savings were limited to £8,000, because less than 200 claimants out of over 20,000 existing claimants have capital over this limit, the money that would have been available to others is relatively small. In relation to pensioners over state pension age, Islington's minimum CTS of £100 means that there will be no marginal cases of older pensioners who are not quite poor enough to receive the benefit but who are still financially fragile. This age group is likely to have less access to the labour market.

Compared to council tax payers who are not in receipt of CTS, there is a more favourable recovery regime for CTS. Even if a CTS council tax payer is summonsed, we will not use enforcement agents to recover the money and we will remit court costs if they agree to and keep up with a new schedule of payments [which the Council Tax service call Special Arrangements].

Catering for exceptional hardship

Additional support is available to the most vulnerable residents by way of a council tax welfare fund of £25,000 within the Council's Resident Support Scheme (RSS) to support cases of exceptional hardship resulting from additional council tax charges. This will be available on a time-limited basis to residents who apply and meet the hardship criteria. Money has been generated for this fund by removing the 10% discount on second homes in Islington and charging more council tax on empty homes.

In the first 6 months of 2021/22 over 26,000 claimants qualified for council tax support and there have been 62 applications for additional support, as a result of which £6,815 was awarded.

For 2020/21, working age council tax support recipients received up to £150 council tax rebate as a COVID19 hardship fund award. 23,677 households received an award, totalling £2.63m of council tax relief. For 2021/22, working age council tax support recipients have again received an up to £150 council tax rebate. To date 21,605 households have received an award totalling £2.59m of support.

Further analysis by protected characteristic

Summary

Since the introduction of the CTS scheme there is no evidence that any particular group is particularly impacted.

Our welfare reform response team (iWork) and our IMAX teams have not reported issues with CTS.

By September 2013 - the first year of the scheme - we had collected 50.1% of council tax monies owed; by September 2015 we had collected 51.5%; by September 2018 we had collected 51.1%, by September 2019 we had collected 51.75% and by August 2020 we had collected 56%. Overall, it appears that our council tax collection performance continues to be strong. There is evidence that working age CTS claimants are less likely to pay than any other type of council tax charge payer. This should be expected as this group are defined by a low income and the majority have previously been unused to paying anything towards Council Tax. The collection rate for 21/22 has been helped by the COVID19 hardship fund awards.

Age

Key facts

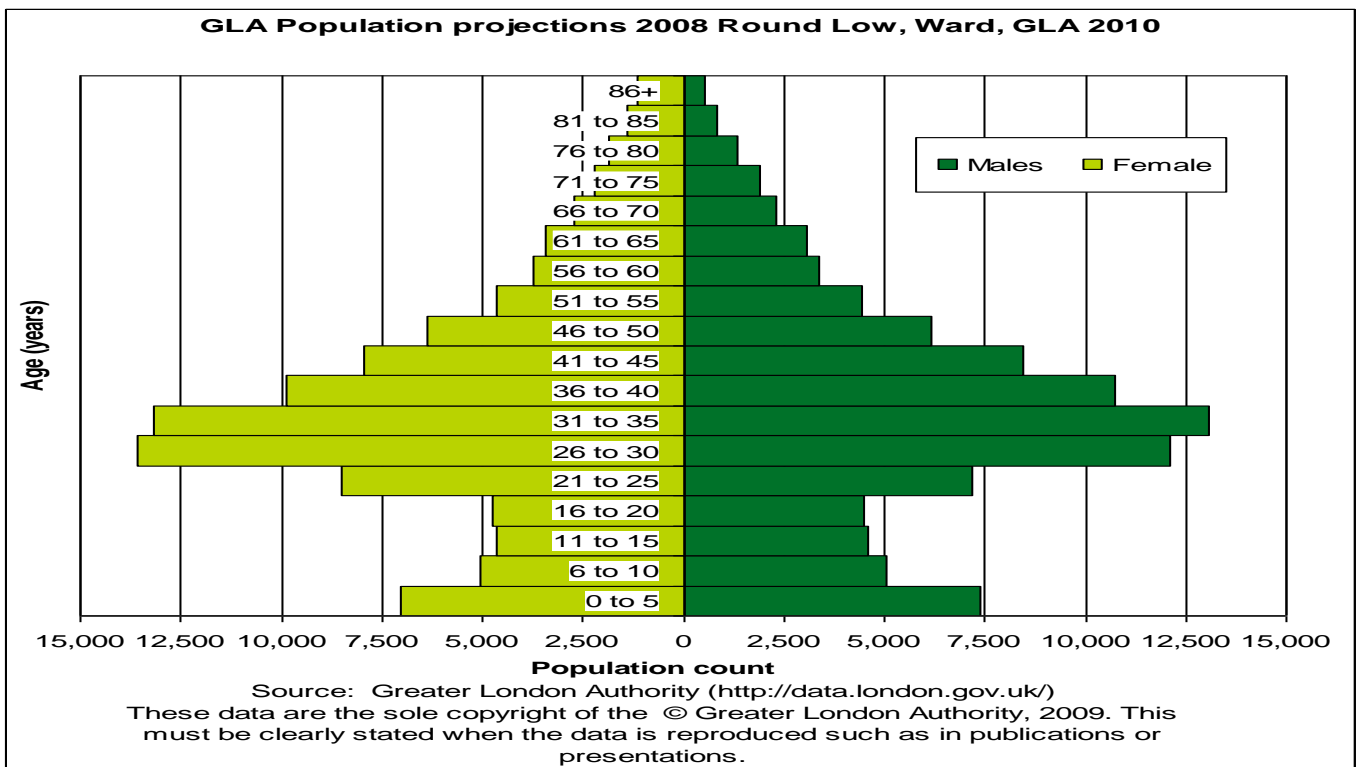
Older people

- 41% of over 65s in Islington are income deprived and 53% are in fuel poverty
- Pension poverty affects women more than men
- The older the pensioner the greater the likelihood to be living in a low income household.

- Pensioners living in a household headed by someone from a BME community² were more likely to be at the lower end of the income distribution curve.
- Disabled pensioners in households not claiming appropriate disability benefits were much more likely to be in a low income household.
- There are approximately 22,750 people aged 51 to 65 in Islington – evidence indicates that people in this age group are least likely to find another job if they become workless. Islington, alongside Hackney, Tower Hamlets and Newham have the highest proportion of pensioners receiving the Guarantee element of Pension Credit

Younger people

- There are approximately 800 known carers under the age of 19 in Islington.
- There are 1,575 residents aged 18 to 24 and 4,180 aged 25 to 49 claiming Job Seekers Allowance
- There are 5,100 residents aged 25 to 49 claiming Employment Support Allowance;



Impact assessment

Older people of pension credit age are protected under the scheme, and those over state pension age will also continue to receive the £100 rebate. The proposals therefore do not lead to any financial impact on older people who currently receive the benefit or are eligible. From the information available, it is not possible to assess whether the scheme is accessible to older people (who may have a range of access needs) or their carers. Given needs are met once identified, it would be important to make very clear through a range of channels that information etc is available in other formats, and that staff and voluntary sector and community organisations can also provide support.

² In this context BME refers to the non-White population. Link: http://research.dwp.gov.uk/asd/hbai/hbai2010/pdf_files/full_hbai11.pdf

When it comes to age, much of national policy on this and related welfare reforms protects pensioners while working age benefit recipients experience cuts. The council proposals reinforce this distinction by retaining the £100 older person's discount. Although it could be argued that this leads to disproportionately worse impacts on those of working age, national and local data on the number of older people living in poverty and not necessarily claiming benefits means that the council's position is reasonable from an equality perspective. Furthermore, those in the over state pension age category are less likely to access, or have access to, the labour market to supplement their income than those of working age. People of working age, including young people, are only eligible for CTS where they have an additional need, for example because of a disability or they are on a low income. The cumulative impact of welfare reforms on this group is significant and eligible younger residents may not be aware of what they are entitled to. Communication methods more suited to younger people such as text messaging, social media etc, may be useful in raising awareness.

Increasing the potential maximum support to working age households by reducing the cap to 5% will allow us to provide increased support to low income working age households.

Mitigation

Develop plans to ensure that information, support and advice is accessible and that the option to claim and ways to do so are well signposted by services and organisations in contact with potentially eligible residents and through proven communication channels.

Assist with the claiming of all entitlements for all ages of residents. Our IMAX service during 2021/22 to date has helped residents claim an additional £2.009m of annual benefit entitlement. In addition we will operate various benefit take-up campaigns to raise awareness in the community to claim entitlements, plus pro-actively target those who we believe should be entitled to additional benefit. In 2020/21 we ran a pension credit take-up campaign that helped pensioners claim an additional £540k of annual benefit entitlement.

Disability

Key facts:

- There are 26,327 households with one or more person with a limiting long-term illness
- 12,540 claim out of work sickness benefits (incapacity benefit, severe disablement allowance and employment and support allowance)
- There are 7,350 working age Islington residents claiming Disability Living Allowance (a non-means tested benefit available to employed or out-of-work disabled people) - 6,270 have been claiming for at least two years and 4,860 for at least 5 years.
- There are 2,240 people claiming Carer's Allowance (CA), of which 2,080 are of working age
- The employment rate amongst disabled people is 48.2%
- Nationally 50% earn less than half the mean earnings after adjusting for extra costs
- Twice as likely to live in poverty but less likely to be in low income if in a workless household
- Disabled pensioners in households not claiming appropriate disability benefits were much more likely to be in a low income household.

The public consultation responses in 2012 and 2016 provide indications that disabled people are concerned about being able to cope financially but the numbers of respondents where this kind of data appears is low. A relatively small number of disabled and non-disabled respondents volunteered the view that disabled people should pay less council tax, with a greater proportion of working age as opposed to pension age respondents expressing this view.

In respect of this characteristic, no significant issues have emerged during the operation of the CTS scheme.

Impact assessment

Disabled people are disproportionately likely to be poor, out of work and on benefits. They are disproportionately affected by welfare reform overall. It is estimated that those IB claimants who have already migrated to ESA Support Group will be £17 a week better off. However, 33% will be on ESA Work Related Activity Group and be £4 a week worse off and 18% will migrate to JSA and be £40 a week worse off.

Reducing the cap from 8.5% to 5% means that working age disabled people on low incomes can get 3.5% more CTS than they did in previous years. Although the CTS scheme provides higher amounts for disabled people they still get 5% less than they did from council tax benefit in 2012. The higher costs of care, transport and general living combined with the labour market disadvantage faced by disabled people could make the reductions stemming from the CTS scheme difficult for them to cope with. However, while members of this group are often economically disadvantaged, the rationale of a universal rather than means tested approach was challenged at the disabled group workshop. Some disabled people may not need the extra financial support and the argument made was that looking at groups rather than more specific individual or household circumstances is too simplistic.

Mitigation options

The Council has limited the reduction in benefit for disabled people from 18% to 8.5% up to 2021/22. For 2022/23 the Council has changed the limit to 5% providing more support and giving people greater opportunity to adapt their financial circumstances.

Supporting those with long-term health conditions into employment is the best route out of poverty and is also recognised to be of benefit, particularly to people with mental health problems. We will have a particular focus on ESA claimants in the employment work of our iWork Team, utilising specific funding to increase the number of work coaches as well as continuing the work started under the Universal Services Delivered Locally trial.

Assist with the claiming of all entitlements for all ages of residents. Our IMAX service during 2021/22 to date has helped residents claim an additional £2.009m of annual benefit entitlement. We plan to have a specific focus on disability benefits in some future benefit take up campaigns, to help disabled residents claim all the benefits they are entitled to receive.

Race

Key facts:

- Employment

- Non-white employment rate in Islington is 51.4%
- Nationally, the rate is 59% for non-White compared to 72% for White people
- Nationally 10% Indian and 15% White British men over 25 are not working compared with 30% to 40% for Bangladeshi, Pakistani, Black Caribbean and Black African. The high number of students explains much of the higher proportion for Black African. The ethnic profile of people starting to claim JSA in Feb 2010 showed that the proportion that were Black/Black British was 6 percentage points higher than their proportion in the 2001 census, while the proportion that were White was 22 percentage points below their proportion in the 2001 census.
- National data on earnings shows that those from Bangladeshi and Pakistani backgrounds are almost twice as likely to earn less than £7 per hour than those from Black African, Black Caribbean and White British backgrounds.
 - 48% Bangladeshi, 42% Pakistani
 - 27% Black African, 23% Black Caribbean
 - 25% White British
- Households below Average Income (HBAI) survey shows that children are much more likely to live in poverty if they are in a family headed by a BME parent, especially someone of Pakistani, Bangladeshi or Black Non-Caribbean origin.

The following table shows the ethnic distribution of families in Islington, differentiated between those who received Council Tax Benefit and those who did not.

	Yes - on CTB	Not on CTB	Grand Total	Yes - on CTB	Not on CTB	All
1 White British	2252	4950	7202	29%	38%	35%
2 Other White	597	1286	1883	8%	10%	9%
3 Turkish / Turkish Cypriot	503	242	745	6%	2%	4%
4 Kurdish	57	21	78	1%	0%	0%
5 Bangladeshi	355	333	688	5%	3%	3%
6 Asian	131	218	349	2%	2%	2%
7 Black Caribbean	328	483	811	4%	4%	4%
8 Black Somali	324	187	511	4%	1%	2%
9 Black African	480	649	1129	6%	5%	5%
10 Black Other	345	424	769	4%	3%	4%
11 Chinese	53	92	145	1%	1%	1%
12 Mixed	882	1469	2351	11%	11%	11%
13 Other	235	386	621	3%	3%	3%
14 Not Obtained / Refused	78	183	261	1%	1%	1%
15 Unknown*	1060	1564	2624	14%	12%	13%
Missing	155	416	571	2%	3%	3%
Grand Total	7835	12903	20738	100%	100%	100%

Reviewing CTS take-up within this cohort, the biggest discrepancy is among 'white British' residents who are significantly under-represented, and 'other white' who are slightly under-represented. Bangladeshi, Black Somali, Turkish/ Turkish Cypriot and to a slightly lesser extent Black African are all over-represented. These figures are in line with what might be expected given the employment data briefly stated earlier, which indicate relative levels of poverty in different communities.

- Refugees & Asylum Seekers
 - Data from 2002 indicates a 29% employment rate nationally among refugee and asylum seekers, which is much lower than average for BME people. (Bloch 2002)
 - From a small Islington sample, the data suggests those who work are in low paid, low-skilled jobs

- Gypsies & Travellers

There are estimated to be 55 gypsy and traveller families in Islington, mostly living in houses. Although this community is small, its challenges are acute, with significantly disproportionate outcomes compared to any other group. For example, gypsies and travellers have the worst health outcomes of any racial or ethnic community and are twenty times more likely to experience the death of a child.

The consultation responses did not point to any significant issues emerging based on ethnic background and none have emerged during the operation of the CTS scheme.

Impact assessment

Welfare reforms, the economic situation and historic inequalities in employment together are likely to result in lower incomes for Black and Minority Ethnic (BME) residents, who will therefore be disproportionately affected by the reduction in CTS. Known barriers such as limited English and lack of familiarity with the system need to be mitigated by improving accessibility, especially for the most disadvantaged groups.

Mitigation options

Working through partners as well as using our own resources, we will ensure that access to CTS, as well as the Resident Support Scheme (RSS), is made known to those in greatest need, so that eligible residents from all ethnic backgrounds receive support.

Assist with the claiming of all entitlements for all ages of residents. Our IMAX service during 2021/22 to date has helped residents claim an additional £2.009m of annual benefit entitlement.

Religion/Belief

Key facts:

- Muslims experience much higher rates of unemployment (15.4%) and economic inactivity (51.4%) compared with the average for all groups (6.5% and 32.4%)
- National research also suggests a “Muslim penalty” in employment, especially for women

Impact assessment

From available data there appear to be no significant negative impacts that can be distinguished from religion/belief. Residents are not adversely impacted by the scheme by virtue of their religion/ belief (or absence thereof).

Mitigation options

Assist with the claiming of all entitlements for all ages of residents. Our IMAX service during 2021/22 to date has helped residents claim an additional £2.009m of annual benefit entitlement.

Gender and relationships

This section covers gender, marriage, civil partnerships and gender re-assignments.

Key facts:

- Employment rate: 71.7% men, 63.8% women
- The majority of lone parents of children living in poverty are women
- Incapacity benefit: 5,320 men (57%), 4,030 women (43%)
- Over 75% Bangladeshi & Pakistani women not in paid work
- Nationally, the number of women not working is decreasing while the number of men not working is increasing, however the difference between the sexes of those aged 18 to 24 is low.

2016/2021 consultation responses did not point to any significant issues emerging based on gender and none have emerged during the operation of the CTS scheme.

Impact assessment

There appear to be no significant negative impacts for most people in this group due to any of these protected characteristics. The arrival of a new child increases household expenditure but this fact is already acknowledged in existing regulations which retain family premiums and disregard child benefit as income.

Mitigation options

Assist with the claiming of all entitlements for all ages of residents. Our IMAX service during 2021/22 to date has helped residents claim an additional £2.009m of annual benefit entitlement.

Pregnancy, maternity and family life

Key facts:

- There are 20,387 households with dependent children in Islington, of which 6,859 (34%) headed by a lone parent
 - 8,702 with children aged 0 to 4
 - 7,204 no adult working (35%)
- 46% living in poverty – 2nd highest nationally
- Most significant factors are lone parent, BME parents, disability, 3 or more children
- Of all the children in Islington HB/CTS data shows that:
 - 39% (14,867) are in families on out of work benefits
 - 15.2% (5,746) are in working families on incomes low enough to qualify for HB/CTB

– 45.8% (17,348) are in families sufficiently well off enough not to need to claim HB/CTB

Table below showing Information from Children Services showing the number of households in Islington with dependent children:

Households Below Average Income (HBAI) survey shows that children are much more likely to live in poverty if they are in a family headed by a BME parent, especially someone of Pakistani, Bangladeshi or Black Non-Caribbean origin; living in overcrowded accommodation; with three or more children; headed by a lone parent or with a disabled family member.

There are 1,400 households with 2,420 child dependents (aged up to 18) claiming IB or Severe Disablement Allowance.

It is estimated that the vast majority of Islington households with children, whose housing will become unaffordable due to LHA changes and the overall Benefit Cap will be workless households.

In this information, over 55% (11,306) of all households with children were on housing and/or council tax benefit, but a far higher proportion of these were headed by lone parents than the population as a whole: 59% (4,036) of lone parent households on HB/CTB compared with 37% (5,045) of the couple households

The consultation responses segmented by those with and without children indicated that concerns about family finances were high for both groups, but that those with four or more children were particularly concerned, and those with children were more likely to raise the issue, unprompted, of struggling with money because they have children to care for. However, it should be noted that the actual number of responses received voicing these concerns was very low and in respect of this characteristic no significant issues have emerged during the first 6 years’ operation of the CTS scheme.

Impact assessment

The council has in place a number of measures to support families with children – a key issue in

lone parents		all children	
Row Labels	Yes - on CTB	Not on CTB	Grand Total
lone parent	6636	5564	12200
two parents	9903	17669	27572
Unknown	16	81	97
Grand Total	16555	23314	39869

lone parents		households	
Row Labels	Yes - on CTB	Not on CTB	Grand Total
lone parent	3489	3114	6603
two parents	4332	9722	14054
Unknown	14	67	81
Grand Total	7835	12903	20738

low income		all children	
Row Labels	Yes - on CTB	Not on CTB	Grand Total
low income	16103	8025	24128
not low income	452	15289	15741
Grand Total	16555	23314	39869

low income		households	
Row Labels	Yes - on CTB	Not on CTB	Grand Total
low income	7626	3623	11249
not low income	209	9280	9489
Grand Total	7835	12903	20738

looking at poverty in the borough as the data above indicate. By retaining all family premiums and applicable amounts, the council recognises that families require a higher level of income to support their household.

It has been decided not to cap benefit at the higher bands and their benefit will be based on the actual charge for the property. This means that there will be no adverse impact for families in larger properties because they are in a higher band. They will be no worse off because they are in a higher banded property. If benefit was capped at band D or E, benefit could only be paid up to this band and the customer would have to pay the full amount above that, which might mean they incur hundreds of pounds of new costs.

Mitigation options

As with other affected groups, it is important that take up is encouraged and that families in greatest need are provided with additional support through the RSS.

Assist with the claiming of all entitlements for all ages of residents. Our IMAX service during 2021/22 to date has helped residents claim an additional £2.009m of annual benefit entitlement.

Sexual Orientation

Key facts:

- 84% LGBT economically active compared to the 75% population
- Economic activity is more likely to continue beyond age 55
- 73% female and 79% men on incomes above the average for London
- 3% live in households with children under 18
- 10% live in social housing compared to 49% of the overall Islington population
- 37% experience mental health problems at some point

Source: Revealing LGBT Islington study 2005

Impact assessment

The data indicates that LGBT people tend to be economically better off than other groups, as they are more likely to be in work, work for longer and be on higher salaries. This group may be more at risk of specific conditions, such as mental health problems or being HIV+, than the general population, but where this is the case then their situation is addressed in the disability section. There are no negative impacts associated with sexual orientation triggered by this scheme.

Mitigation options

Assist with the claiming of all entitlements for all ages of residents. Our IMAX service during 2021/22 to date has helped residents claim an additional £2.009m of annual benefit entitlement.

b) Mitigation for people with protected characteristics

- Decreasing the cap on to 5% despite no longer having a transitional grant from government to cover this and many local authorities moving away from this level of cap and passing the full extent of the government council tax benefit funding reduction to residents. This will ensure that those with protected characteristics are not impacted by the full possible extent of the government funding reduction and provides them with more support than the scheme in previous years.
- The regulations of the council tax benefit scheme have been retained, and these already make extra provision for disabled people and families by:
 - retaining all disability premiums so that the level of allowable income before tapers are introduced is higher than for the average working age person;
 - continuing to disregard as income certain disability benefits such as Disability Living Allowance (DLA) and War Disablement Allowance;
 - ensuring that no non-dependent deductions apply if a person is in receipt of DLA (care component) therefore allowing him/her to qualify for a disability premium;
 - retaining all family premiums and applicable amounts in recognition of the fact that families need a higher level of income to support their household;
 - continuing to disregard Child Benefit as income in the calculation of benefit entitlement – this means that there is an allowance for each child and a premium for disabled children.
 - Further to the original regulations we agreed to afford recipients of Personal Independence Payments (PIP) the same favourable premiums and allowances in the CTS scheme as we did DLA recipients, from the start date of the new benefit.
- The regulations also encourage moving into employment by:
 - offering a 4 week guaranteed payment of existing benefit level to those attaining work
- The re-use of the existing regulations also:
 - supports and promotes an incentive for saving by retaining the savings limit of £16,000 that exists within the current scheme
 - does not cap the reduction/support for higher property bands to ensure that there is no adverse impact on families in higher banded properties

In addition, current practice in Islington to support people with accessibility requirements will be retained. Therefore, documents are made available in different formats such as large print, audio and Braille and once known, the requested format will be provided as a matter of course. Translation services and interpreting services are also available when requested.

5. Socio-economic, Safeguarding and Human Rights impacts

a) Socio-economic impacts

Socio-economic disadvantage is not a protected characteristic but is a consideration included in the resident impact assessment given the significant income inequality within the borough. The previous Council Tax Benefit scheme was a means tested benefit available to households on a low income. Therefore, all recipients would be considered to be at a socio-economic disadvantage, particularly lone parents (more likely to be women), part time workers (more likely to be women) and large households (more likely to be from BME backgrounds). Currently there is little or no Council Tax Benefit data breakdown on the following protected characteristics: gender reassignment/identity, marriage and civil partnership, pregnancy and maternity, religion/belief or sexual orientation. During the lead up to the new CTS scheme, extensive consultation and communications were undertaken. Raising the awareness of residents of the CTS scheme. We have made available Council Tax payment options that include 2 weekly instalments over 12 months and direct debits have been widely publicised. The service will work with debt counselling and financial inclusion provisions within the borough. Islington is increasing the employment and skills provision in the borough through an Employment unit called iWork and is leading on a trial employment support initiative called "Universal Support Delivered Locally" to work with residents affected to increase their skills and the potential for them to get into employment. Actions to minimise causing further hardship to people already on low incomes have been identified in earlier sections.

b) Safeguarding risks

No safeguarding issues for children or vulnerable adults were identified.

c) Human Rights breaches

No human rights issues were identified.

6. Summary: core findings of the RIA

a) Key impacts of the **proposal**:

- Since the Council Tax Support Scheme (CTS) relates to the distribution of money based on criteria relating to low income then all residents on low income who are liable for council tax are affected by this proposal.
-

-
- Since the Council is using its own resources to limit the extent of the reduction in benefit to 5% then all residents are impacted by this proposal as they all have a stake in how the Council uses its limited resources.

b) **Equality impacts** of the proposal:

- The impact on all working age CTS claimants and potential claimants is that they will now have to contribute 3.5% less towards their Council Tax bill than they would have done up to March 2022. By not changing the agreed council tax support scheme since its inception, affected residents have not been subject to any further subsequent disadvantage. This position will improve for 2022/23 if the proposal to decrease the cap to 5% is agreed by Full Council. The impact on pension age CTS claimants is probably negligible as they have been protected from the 5% reduction.
- No other impacts specific to people with protected characteristics have emerged during the previous 12 months' operation of the CTS scheme.
- No complaints or appeals specific to the CTS scheme have been received.
- The percentage of collection rates for 2021/22 compared to 2020/21 are very similar.

c) Safeguarding **risks** identified:

- None

d) Potential Human Rights breaches identified:

- None
-

e) **Monitoring:**

Issue to be monitored	Responsible person or team
The nature of any appeals against the operation of the CTS scheme	Appeals & Complaints (Community Financial Resilience)
The nature of any complaints about the operation the CTS scheme	Appeals & Complaints (Community Financial Resilience)
The difference in the council tax collection rates between CTS working age and all other council tax charge payers.	Andrew Spigarolo (Head of Service; Revenues)
The volume of requests made to the RSS for help to pay council tax	Eileen Broderick(IMAX & RSS Manager, Community Financial Resilience)


Additional items to be monitored:


- None

Please sign and date below to confirm that you have completed the Resident Impact Assessment in accordance with the guidance and using relevant available information. (A signature must also be obtained from a Service Head or higher. If this is a Corporate Resident Impact Assessment, it must be signed by a Corporate Director).

Staff member completing this form:

Head of Service or higher:

Signed: 
 Date: 30/9/21

Signed: 
 Date: 30/9/21

Appendix D

The Council is determined to tackle poverty and reduce inequality in Islington. As a result, it makes extensive efforts to support especially those who are vulnerable or less well-off to thrive in the borough. By way of illustration, this appendix provides a non-exhaustive list of some of the types of financial support and other discounts which Islington Council offers residents at different stages of their lives.

From the cradle to the grave – a lifetime of support

What we offer	Reason
Early years childcare subsidy	Making early education available for the borough's children All 3 and 4 year olds, and some 2 year olds, can get free early learning or childcare, usually 15 hours a week for 38 weeks of the year. Some working families can get up to 30 hours a week of free childcare for their 3 and 4 year olds
Free school meals for all primary school children	Support children's health and education whilst tackling poverty
Lunch bunch – free meals in school holidays	Tackling holiday hunger among children
School uniform grants	Providing children with necessary clothing for school
11 free cultural experiences for Islington schoolchildren by Year 11	Providing access to the wealth of cultural activity available in the borough
100 hours experience of the world of work by 16	Preparing our children for employment
Post-16 education bursary	Enabling continued studies for qualifying Islington students past the age of 16 by awarding a £300 bursary
Council Tax exemption for foster carers	Encouraging foster carers for children and adults by awarding a full exemption
Council Tax exemption for care leavers	Helping care leavers to transition into independent living up to the age of 25 by awarding a full exemption
Disabled facilities grant	Enabling adults and children to lead independent lives through adaptations in their homes
Home renovation grant	Making necessary major repairs
Accidents in the home grant	Preventing likely accidents in the home through repairs

Home from hospital grant	Supporting home repairs that prevent people leaving hospital from planned treatment or an emergency
Hoarding grant	Helping vulnerable clients in private dwellings with significant hoarding
Dementia grant	Providing facilities or minor adaptations to the home
Armed forces support	Disregarding war widows or war disablement allowance to increase housing benefit, council tax support and social care assessments
Disabled provision grant	Creating accommodation for disabled people through private housing partnerships
Empty property grant	Working with owners/landlords to create new accommodation through private housing partnerships
Housing under-occupation grant	Helping people moving from homes to allow larger families to move in
Housing rent-deposit scheme	Paying rent deposits for people at risk of homelessness
Discretionary Housing Payments	Providing, through the Resident Support Scheme, extra housing cost support for housing benefit or universal credit claimants
Crisis Support	Providing, through the Resident Support Scheme, crisis support for people needing assistance with food, some clothing and energy charges
Community Care Support	Providing, through the Resident Support Scheme, support for independent living in the form of items such as white goods, beds and furniture
Council Tax Welfare Support	Providing, through the Resident Support Scheme, support for people struggling to pay their council tax
Concessionary leisure memberships	Providing a reduction for nearly half of the 23,000 leisure membership
Safe and warm grant	Providing boiler replacement, predominantly for the over 60s
Council Tax older people's discount	Reducing by £100 the council tax bill for all over State Pension age

Democratic Services
Town Hall, Upper Street, London N1 2UD

Report of: Head of Democratic Services and Governance

Meeting of: Policy and Performance Scrutiny Committee

Date: 25 July 2022

Ward(s): n/a

Subject: Review Topics from the Council's Scrutiny Committees

1. Synopsis

- 1.1. This report summarises the scrutiny topics selected by the Council's scrutiny review committees for 2022/23.

2. Recommendation

- 2.1. To note the scrutiny review topics selected for 2022/23.

3. Background

- 3.1. Each year the Council's scrutiny committees review the performance of local services and key issues that impact on residents, with a view to making recommendations for further service development and improvement.
- 3.2. The Terms of Reference of the Council's Scrutiny Committees are set out in the Council's Constitution. The Terms of Reference state that each scrutiny committee may undertake a review of its own choosing, with further reviews as directed by the Policy and Performance Scrutiny Committee.
- 3.3. The Policy and Performance Scrutiny Committee is responsible for the co-ordination of all overview and scrutiny functions on behalf of the Council. The Committee is asked to note the main topics selected for review by the Council's scrutiny committees in 2022/23.

3.4. Policy and Performance Scrutiny Committee

The Committee is intending to consider a topic related to the Cost of Living Crisis, financial resilience, and how the Council can best support local people in the current financial climate. The Committee is asked to consider the scope of this review elsewhere on the agenda through a Scrutiny Initiation Document.

3.5. Health and Care Scrutiny Committee

The Committee will be undertaking a review of Adult Social Care services in the borough, particularly focusing on the impact of legislative changes through the Health and Care Act 2022, the risks and opportunities associated with it, possible future developments, and the robustness of the Council's plans for responding to these changes. The review will also consider different models of service delivery. The impact on those receiving care services and their families will be considered throughout. A Scrutiny Initiation Document is being developed and will be submitted to the next committee meeting.

3.6. Children's Services Scrutiny Committee

The Committee will be undertaking a review of Visibility of Children. This will consider themes such as school attendance and wellbeing, those not in education, employment or training (NEET), children missing from education, and how the Council can hear the voice of young people in decision-making processes. A Scrutiny Initiation Document is being developed and will be submitted to the next committee meeting.

3.7. Housing Scrutiny Committee

The Committee has selected the topic 'Strategic Review of Overcrowding in Islington'. This will consider the impact and consequences of overcrowding on Islington residents both in the public and private sector, and best practice and innovative approaches to addressing this issue. The Committee will liaise with statutory and non-statutory agencies such as Children's Services, Adult Services, Health Agencies, Police Probation, and the Domestic Abuse Housing Alliance on the impact of overcrowding on their work. The Committee will also consider the Housing Allocations Policy as part of this review. A Scrutiny Initiation Document will be considered at the Committee meeting on 18 July.

3.8. Environment & Regeneration Scrutiny Committee

Continuing the theme of reviewing the Council's progress against its Net Zero Carbon goals, the Committee will be carrying out a detailed review titled 'Circular Economy'. This will scrutinise the progress of the Council's Circular Economy Action Plan, assess the impact of the council's development and economic development policies to ensure they are championing sustainable approaches, and how the Council can engage with residents and local businesses to support a Circular Economy in Islington. A Scrutiny Initiation Document will be considered at the Committee meeting on 21 July.

4. Implications

4.1. **Financial Implications**

4.1.1. The cost of carrying out scrutiny reviews will be met from existing budgets. The work of the Council's scrutiny committees is supported by the Democratic Services team and those council services asked to provide evidence and contribute to the committee's reviews.

4.2. **Legal Implications**

4.2.1. As set out in the body of the report. Scrutiny is a statutory function under the Local Government Act 2000. The terms of reference of the Council's scrutiny committees are set out in Part 5 of the Council's constitution.

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

4.3.1. There are no environmental implications arising directly from the report. However, the Council's scrutiny committees will consider any environmental implications arising as part of their reviews.

4.4. **Equalities Impact Assessment**

4.4.1. 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.

4.4.2. An Equalities Impact Assessment is not required in relation to this report. However the Council's scrutiny committees will consider any equalities impacts identified as part of their reviews.

5. Conclusion and reasons for recommendations

- 5.1. The Council's scrutiny committees carry out detailed reviews into the performance of local services and make recommendations to the Executive on possible service developments and improvements. The Executive will respond to any recommendations made by the scrutiny committees, with a 12 month update on progress then being reported to the scrutiny committees. The Policy and Performance Scrutiny Committee is asked to consider and note the topics selected by the Council's Scrutiny Committees.

Appendices:

- None.

Background papers:

- None

Final report clearance:

Signed by:

Head of Democratic Services and Governance

Date: 15 July 2022

Report Author: Jonathan Moore, Committee Services Manager
Tel: 020 7527 3308
Email: Jonathan.Moore@islington.gov.uk

FORWARD PLAN OF KEY DECISIONS



ISLINGTON

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 1 SEPTEMBER 2022 AND BEYOND

**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 4 July 2022

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 1 SEPTEMBER 2022 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

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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.	Contract award for Single Advocacy Service	All	Director of Adult Social Care	4 July 2022	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson john.everson@islington.gov.uk
2.	Procurement strategy for Bunhill Energy extension to City Forum and Telfer House	Bunhill	Corporate Director Environment	7 July 2022	None	Open	Keith Townsend Keith.townsend@islington.gov.uk
3.	Transport schemes 2019-22: Changes to the LIP Programme, Cycle Improvement Programme, Bus Priority Programme, People Friendly Streets programme and the delivery of new social distancing measures	All	Corporate Director Environment	11 July 2022	None	Open	Keith Townsend Keith.townsend@islington.gov.uk
4.	2021/2022 financial outturn	All Wards	Executive	14 July 2022	None	Open	Dave Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@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.	Policy for Disabled Facilities Grant for Council tenants	All Wards	Executive	14 July 2022	None	Open	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk
6.	Old Street deed of variation	Bunhill	Executive	14 July 2022	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 Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
7.	Contribution to the funding the new build programme - disposal of property (2) in WC1	All Wards	Corporate Director of Homes and Neighbourhoods	21 July 2022	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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8.	Contribution to the funding the new build programme - disposal of property (1) in WC1	All	Corporate Director of Homes and Neighbourhoods	21 July 2022	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.	Contract award for a new IT system for planning and development	n/a	Corporate Director Community Wealth Building	21 July 2022	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
10.	Procurement strategy for Public Sector Decarbonisation Scheme delivery - Waste & Recycling Centre	All Wards	Corporate Director Environment	22 July 2022	None	Open	Keith Townsend Keith.townsend@islington.gov.uk

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11.	Procurement strategy and contract award for arboricultural contract 2022-2023	All Wards	Corporate Director Environment	22 July 2022	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
12.	Contract extension for the provision of a Wellbeing Service for Adults	All	Director of Adult Social Care	29 July 2022	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson john.everson@islington.gov.uk
13.	Procurement strategy for Crisis House	All Wards	Director of Adult Social Care	1 August 2022	None	Open	John Everson john.everson@islington.gov.uk
14.	Notification of Intention to introduce Article 4 Directions (Removal of Class MA rights)	All Wards	Corporate Director Community Wealth Building	10 August 2022	None	Open	Stephen Biggs stephen.biggs@islington.gov.uk

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
15.	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	Corporate Director of Homes and Neighbourhoods	15 August 2022	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
Page 61	Contract award for Public Sector Decarbonisation Scheme delivery - Waste & Recycling Centre	All	Corporate Director Environment	15 August 2022	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
17.	Contract award for Bunhill Energy extension to City Forum and Telfer House	Bunhill	Corporate Director Environment	15 August 2022	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

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18.	Contract award for homeless outreach service	All Wards	Corporate Director of Homes and Neighbourhoods	19 August 2022	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
19.	Procurement strategy and contract award for Parking Debt Recovery Services (Concessions Contract)	All Wards	Executive	1 September 2022	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, Air Quality and Transport rowena.champion@islington.gov.uk
20.	Procurement strategy for residential care service for older men with alcohol misuse and mental health care needs	All Wards	Executive	1 September 2022	None	Open	John Everson john.everson@islington.gov.uk Councillor Nurullah Turan, Executive Member for Health and Social Care nurullah.turan@islington.gov.uk

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21.	Monthly Budget Monitor, including funding allocations and adjustments to the capital programme	All Wards	Executive	1 September 2022	None	Open	Dave Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
22.	Schools Organisation Plan	All Wards	Executive	1 September 2022	None	Open	Jon Abbey Jon.abbey@islington.gov.uk Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families michelline.ngongo@islington.gov.uk
23.	Special Education Needs and Disabilities Strategy	All Wards	Executive	1 September 2022	None	Open	Jon Abbey Jon.abbey@islington.gov.uk Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families michelline.ngongo@islington.gov.uk

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24.	Islington Greener Together - Update on first year and approval of future programme	All Wards	Executive	1 September 2022	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport rowena.champion@islington.gov.uk
25.	Contract award for out-of-hours drainage works, in-house backup support for repairs team and all drainage excavation repairs	All Wards	Corporate Director of Homes and Neighbourhoods	12 September 2022	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
26.	Contract award: London Community Equipment Consortium	All Wards	Director of Adult Social Care	6 October 2022	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson john.everson@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

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	27.	Strategy for lightning protection	All Wards	Corporate Director of Homes and Neighbourhoods	7 October 2022	None	Open	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
	28.	Contract award for water systems (Legionella Control) monitoring, testing, servicing and associated remedial works	All Wards	Corporate Director of Homes and Neighbourhoods	11 October 2022	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
Page 65	29.	Procurement strategy for one to one support, day opportunities and activities framework for people with disabilities	All Wards	Executive	13 October 2022	None	Open	John Everson john.everson@islington.gov.uk Councillor Nurullah Turan, Executive Member for Health and Social Care nurullah.turan@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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30.	Education Strategy	All Wards	Executive	13 October 2022	None	Open	Jon Abbey Jon.abbey@islington.gov.uk Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families michelline.ngongo@islington.gov.uk
31. Page 66	Consultation on a new model for Out of School Childcare funding-governance timeline	All Wards	Executive	13 October 2022	None	Open	Jon Abbey Jon.abbey@islington.gov.uk Councillor Michelline Safi Ngongo, Executive Member for Children, Young People and Families michelline.ngongo@islington.gov.uk
32.	Monthly Budget Monitor, including funding allocations and adjustments to the capital programme	All Wards	Executive	13 October 2022	None	Open	Dave Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk

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FORWARD PLAN OF KEY DECISIONS

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33.	Delivering 750 new council homes	All	Executive	13 October 2022	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 Finance, Planning and Performance diarmaid.ward@islington.gov.uk
34.	Contract award for TV aerial repairs	All Wards	Corporate Director of Homes and Neighbourhoods	17 October 2022	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
35.	Contract award for older people's nursing provision	All Wards	Director of Adult Social Care	1 November 2022	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson john.everson@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)
36.	Contract award for Children's Centres	All Wards	Corporate Director of Children's Services	8 November 2022	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jon Abbey Jon.abbey@islington.gov.uk
37.	Contract award for Camden and Islington Stop Smoking Service	All	Director of Public Health	22 November 2022	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jonathan O'Sullivan Jonathan.O'Sullivan@islington.gov.uk
38.	Procurement strategy for Home Care reprocurement	All Wards	Executive	24 November 2022	None	Open	John Everson john.everson@islington.gov.uk Councillor Nurullah Turan, Executive Member for Health and Social Care nurullah.turan@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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39.	Triangle Estate - appropriation of land	Bunhill	Executive	24 November 2022	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 Una O'Halloran, Executive Member for Homes and Communities una.o'halloran@islington.gov.uk
40.	Monthly Budget Monitor, including funding allocations and adjustments to the capital programme	All Wards	Executive	24 November 2022	None	Open	Dave Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
41.	Procurement strategy for taxi and attendant services contract	All Wards	Executive	24 November 2022	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport rowena.champion@islington.gov.uk

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
42.	Contract award for Crisis House	All Wards	Director of Adult Social Care	30 November 2022	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson john.everson@islington.gov.uk
43. Page 70	Contract award for residential care service for older men with alcohol misuse and mental health care	All Wards	Director of Adult Social Care	22 December 2022	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	John Everson john.everson@islington.gov.uk
44.	Monthly Budget Monitor, including funding allocations and adjustments to the capital programme	All Wards	Executive	12 January 2023	None	Open	Dave Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk

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45.	Monthly Budget Monitor, including funding allocations and adjustments to the capital programme	All Wards	Executive	9 February 2023	None	Open	Dave Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk
46.	Contract award for Islington Violence Against Women and Girls (VAWG) services: Black and minoritised ethnic women IDVA service	All Wards	Corporate Director of Children's Services	9 February 2023	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jon Abbey Jon.abbey@islington.gov.uk
47.	Contract award for Islington Violence Against Women and Girls (VAWG) services: Core and Targeted Independent Domestic Violence Advocacy (IDVA) service	All Wards	Corporate Director of Children's Services	9 February 2023	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jon Abbey Jon.abbey@islington.gov.uk

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
48.	Contract award for Islington Violence Against Women and Girls (VAWG) services: Domestic Abuse Refuge service	All Wards	Corporate Director of Children's Services	9 February 2023	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Jon Abbey Jon.abbey@islington.gov.uk
49.	Contract award for asbestos removals and reinstatement works	All Wards	Corporate Director of Homes and Neighbourhoods	8 March 2023	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
50.	Contract award for asbestos air testing and surveys	All Wards	Corporate Director of Homes and Neighbourhoods	8 March 2023	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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	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)
51.	Adoption of Reduction and Recycling Plan	All Wards	Executive	23 March 2023	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment, Air Quality and Transport rowena.champion@islington.gov.uk
52.	Monthly Budget Monitor, including funding allocations and adjustments to the capital programme	All Wards	Executive	22 June 2023	None	Open	Dave Hodgkinson David.hodgkinson@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Finance, Planning and Performance diarmaid.ward@islington.gov.uk

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Membership of the Executive

Councillors:

Kaya Comer-Schwartz
Cllr Santiago Bell-Bradford

Cllr Rowena Champion

Portfolio

Leader
Executive Member for Inclusive
Economy and Jobs
Executive Member for
Environment, Air Quality &
Transport

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
	Cllr Roulin Khondoker		Executive Member for Equalities, Culture & Inclusion				
	Cllr Michelline Safi Ngongo		Executive Member for Children, Young People & Families				
	Cllr Una O'Halloran		Executive Member for Homes and Communities				
	Cllr Nurullah Turan		Executive Member for Health and Social Care				
	Cllr Diarmaid Ward		Executive Member for Finance, Planning and Performance				
	Cllr John Woolf		Executive Member for Community Safety				

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**SCRUTINY REVIEWS
IN PROGRESS**

SCRUTINY REVIEWS 2022/23						
SCRUTINY REVIEW	COMMITTEE	SID approval	DATE SUBMITTED/DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE
Visibility of Children (school attendance, NEET, children's voice in decision-making, etc)	Children's Services	8-Sep-22				
Circular Economy	Environment and Regeneration	21-Jul-22				
Care Act (Title TBC)	Health and Care	4-Oct-22				
Strategic Review of Overcrowding in Islington	Housing	22-Sep-22				
Cost of Living Crisis (Title TBC)	Policy and Performance	25-Jul-22				

SCRUTINY REVIEWS 2021/22						
SCRUTINY REVIEW	COMMITTEE	SID approval	DATE SUBMITTED/DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE
Overview of the Council's 2030 Net Zero Carbon Programme	Environment and Regeneration	Jun-21	21-Apr-22	Sep-22	TBC	TBC
Waste Management (informal working group)	Environment and Regeneration	N/A	This was incorporated into the above report.			
Preparing for the end of PFI2 in 2022	Housing Scrutiny Committee	Jul-21	21-Apr-22	Jul-22	Jul-22	TBC
Communal Heating (mini review)	Housing Scrutiny Committee	Jul-21	21-Apr-22	Jul-22	Jul-22	TBC
Health Inequalities in the light of the Covid 19 Pandemic	Health and Care Scrutiny Committee	Oct-21	9-Jun-22	Sep-22	TBC	TBC
Special Educational Needs	Children's Services Scrutiny	2021	Sep-22	Dec-22	TBC	TBC
Employment, Business and Economy/Financial Effects on Council – COVID (main topic)	Policy and Performance	Jul-21	9-Jun-22	Sep-22	TBC	TBC
Performance Management and Development (informal working group)	Policy and Performance	Jul-21	9-Jun-22	Sep-22	TBC	TBC

Older Outstanding Scrutiny Reviews:

SCRUTINY REVIEW	COMMITTEE	SID approval	DATE SUBMITTED/DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Executive)	RESPONSE TO RECOMMENDATIONS SUBMITTED TO EXECUTIVE	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE
Private Rented Sector (mini review)	Housing Scrutiny Committee	N/A	26-Nov-20	Feb-21	13-Jan-22	TBC
Adult Paid Carers	Health and Care Scrutiny Committee	N/A	22-Jul-21	Sep-21	25-Nov-21	Sep-22
Behavioural Change	Environment and Regeneration	N/A	11-Feb-21	May-21	10-Feb-22	TBC
Covid-19 Recovery	Children's Services	N/A	22-Jul-21	Oct-21	24-Mar-22	Oct-22

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POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2022/23

MEETING ON 25 JULY 2022

Statutory Despatch Date – 15 July 2022

1. Monitoring item (Council Forward Plan / Scrutiny updates/ Work Programme)
2. Scrutiny Topics from the Council's Review Committees
3. Scrutiny Initiation Document – Cost of Living Crisis
4. Cost of Living Crisis Scrutiny Review – Witness Evidence (Council Tax Support Scheme)
5. Resources Performance Report - Quarter 4
6. Financial Monitoring Report - Revenue Outturn 2021/22
7. Call-ins (if any)

MEETING ON 15 SEPTEMBER 2022

Statutory Despatch Date 07 September

1. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
2. Resources Performance Report - Quarter 1
3. Financial Monitoring Report
4. Cost of Living Crisis Scrutiny Review – Witness Evidence
5. Call-ins (if any)

MEETING ON 20 OCTOBER 2022

Statutory Despatch Date – 12 October 2022

1. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
2. Financial Monitoring Report
3. Annual Crime and Disorder report – Borough Commander to attend
4. Cost of Living Crisis Scrutiny Review – Witness Evidence
5. Annual Workforce Report
6. Call-ins (if any)

MEETING ON 05 DECEMBER 2022

Statutory Despatch Date – 25 November 2022

1. Monitoring item (Council Forward Plan / Scrutiny updates / Work Programme)
2. Financial Monitoring Report
3. Cost of Living Crisis Scrutiny Review – Witness Evidence
4. Call-ins (if any)

MEETING ON 23 JANUARY 2023

Statutory Despatch Date – 13 January 2023

1. Monitoring item (Council Forward Plan / Scrutiny updates / Work Programme)
2. Financial Monitoring Report
3. Resources Performance Report - Quarter 2
4. Cost of Living Crisis Scrutiny Review – Witness Evidence

MEETING ON 21 FEBRUARY 2023

Statutory Despatch 13 February 2023

1. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
2. Financial Monitoring Report
3. Presentation by Executive Member – Finance and Performance
4. Budget Scrutiny 2023/24
5. Cost of Living Crisis Scrutiny Review – Witness Evidence
6. Call-ins (if any)

MEETING ON 30 MARCH 2023

Statutory Despatch Date – 22 March 2023

1. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
2. Financial Monitoring Report
3. Resources Performance Report - Quarter 2
4. Presentation by Executive Member – Community Safety
5. Presentation by Executive Member – Equalities, Culture and Inclusion
6. Cost of Living Crisis Scrutiny Review – Draft Recommendations
7. Call-ins (if any)

MEETING ON 04 MAY 2023 - (DESPATCH DATE 25 APRIL 2023)

1. Scrutiny Review – Final report
2. Financial Monitoring
3. Cost of Living Crisis Scrutiny Review – Final Report
4. Scrutiny Review Employment, Business, Council Finances COVID 19 – 12 Month Update
5. Scrutiny Review of Performance Management – 12 Month Update
6. Annual Report from the Council's Review Committees
7. Call-ins (if any)

Informal Working Groups – timetable to be agreed

- Digital Inclusion

- Performance Indicators
- Budget Monitoring

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Resources
Newington Barrow Way, N7 7EP

Report of: Dave Hodgkinson, Corporate Director of Resources

Meeting of: Policy and Performance Scrutiny Committee

Date: 22 July 2022

Ward(s): All

Subject: Quarter 4 / End-of-year 2021-22 Corporate Performance Report

1. Synopsis

- 1.1. The council has in place a suite of corporate performance indicators to help monitor progress in delivering the objectives set out in the council's Corporate Plan 2018-22.
- 1.2. Progress on key performance measures is reported through the council's relevant Scrutiny Committees on a quarterly basis to ensure accountability to residents and enable challenge where necessary.
- 1.3. It is usual for the Policy and Performance Scrutiny Committee to receive the quarterly update report on corporate performance indicators that fall within the Resources directorate, for which it has responsibility.
- 1.4. However, this quarter, the appended report sets out Quarter 4 (Jan – March '22) and end-of-year progress against corporate performance indicators for all directorates.
- 1.5. This is because, with the new Strategic Plan, there is an opportunity to review corporate performance reporting as a whole and comments are invited from the Committee on how this could be improved to ensure it is fit for purpose as the Committee has overall responsibility for performance.

2. Recommendations

- 2.1. To note performance of indicators for Quarter 4 2021/22 (Jan – March '22) / end-of year 2021-22 for measures relating to the Resources directorate.

- 2.2. To review the corporate performance report as a whole and consider how it could be improved to better serve its purpose.

3. Background

3.1. Corporate performance reporting for 2021/22

- 3.1.1. A suite of corporate performance indicators has been agreed for 2018-22, which help track progress for each directorate in delivering the seven priorities set out in the council's Corporate Plan - Building a Fairer Islington. Indicators and targets are reviewed annually to ensure they remain relevant. Performance is monitored internally, through Departmental Management Teams, Corporate Management Board, and externally through the relevant Scrutiny Committee for each directorate.
- 3.1.2. The Policy & Performance Scrutiny Committee has overall responsibility for performance, and specific responsibility for monitoring and challenging performance for the Resources directorate, which ensures the organisation runs effectively in:
 - Managing our budget effectively and efficiently
 - Harnessing digital technology for the benefit of residents and staff
 - Making sure our workforce is diverse, skilled and highly motivated; and
 - Being open and accountable

3.2. Evolving context

- 3.2.1. The Council published its new strategic plan, 'Islington Together', in September 2021 with a high-level vision for the borough. This is currently being further developed, with an implementation plan due later in 2022.
- 3.2.2. The Council recently conducted its largest consultation exercise, Let's talk Islington, with the purpose of delving deeper into resident experiences, broaden our perspectives and think more critically about how we might deliver on our ambitions to create a more equal future. Findings from this exercise are currently emerging.
- 3.2.3. At the LGA conference last month, Michael Gove announced the creation of the Office for Local Government, which will aim to benchmark and drive performance in councils. He said the office will initially focus on bringing together, analysing and publishing existing data on services that matter most to the public, such as education, refuse collection and recycling, and adult social care. In time, the office will look at broader issues such as climate change, the race to net zero and the effectiveness of all partners in the integration of health and social care. Gove said the creation of the office will help strengthen local leadership, which fits into the government's wider levelling up agenda. More information about the formation of the body will be released in the coming months.

3.3. Reviewing Corporate Performance

- 3.3.1. It is proposed that corporate performance responds the evolving context so that it aligns with the Council's new Strategic Plan and reflects the issues that matter most to residents that emerge from Let's Talk Islington. This work is currently work in progress.
- 3.3.2. The Committee is invited to review the existing Corporate Performance report and discuss and suggest ideas for improvement to inform the process of reviewing Corporate Performance.

4. Implications

4.1. Financial Implications

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

4.2. Legal Implications

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

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

- 4.3.1. There are no environmental impacts arising from monitoring performance. Corporate performance helps the Council to monitor its progress in delivering its environmental objectives.

4.4. Equalities Impact Assessment

- 4.4.1. 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.
- 4.4.2. An Equalities Impact Assessment is not required in relation to this report. Corporate Performance aims to support these duties by monitoring inequalities to enable the Council to improve performance.

5. Conclusion and reasons for recommendations

- 5.1. The current Corporate Performance report sets out progress against the council's Corporate Plan 2018-22 by each directorate and the Committee is asked to review the end of year report for 2021-22.

- 5.2. Corporate performance is 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.
- 5.3. Corporate performance is undergoing a review to reflect the evolving context of a new strategic plan and residents' insights. The Committee is invited to share their ideas as input into this review.

Appendices:

- Q4 2021_22 Corporate Performance Report

Final report clearance:

Signed by: Authorised by Dave Hodgkinson

Dave Hodgkinson, Corporate Director of Resources

Date: 15th July 2022

Report Author: Joanna Dawes, Corporate Performance Manager
Email: Joanna.Dawes@Islington.gov.uk

FURTHER GUIDANCE FOR REPORT AUTHORS

This section must be deleted before the report is submitted for approval

Equalities Impact Assessments

It is the policy of Islington Council that all reports for decision must be accompanied by an Equality Impact Assessment. As a local authority, we have a public sector equality duty (PSED) to make sure that our policies, practices, and services do not discriminate against anyone and ensure that Islington's commitment to equality is translated into practice. These assessments are designed to make sure that we use data to effectively identify any changes that could potentially impact our residents.

Guidance on completing Equalities Impact Assessments is available from Izzi here: <http://izzi/me/staff-essentials/equalities-fairness/Pages/Equality-Impact-Assessments-2021.aspx>

If an Equalities Impact Assessment is required, it must be submitted alongside the report. This must be completed before the report is submitted for internal approval.

If an Equalities Impact Assessment is not required, there is no need to submit the screening tool alongside your report.

Exempt Information

Information may only be exempt from publication in certain circumstances set out in law and the Council's Constitution. This includes information relating to an individual, information relating to the financial and business affairs of any particular person, and legal professional privilege.

In the interests of transparency, the Council should seek to publish as much information in the public domain as possible. For this reason, any exempt information should be contained in a separate exempt appendix, allowing the majority of the report to be published. For further guidance, please contact Democratic Services – democracy@islington.gov.uk

Approval Processes

All decision reports must be reviewed by CMB before being submitted to Democratic Services. Please liaise with your departmental report coordinator for advice on the relevant approval processes.

Q4 2021/22

Full Corporate Performance

Report

Contents (Ctrl+Click to follow links)

[Adult Social Care](#)

[Children's Services](#)

[Community Wealth Building](#)

[Environment](#)

[Fairer Together](#)

[Homes and Neighbourhoods](#)

[Public Health](#)

[Resources](#)

Q4 Corporate Performance Report: **Adult Social Care**

1. Summary of Adult Social Care Function

Adult Social Care works to ensure Islington residents can live healthy, fulfilling, and independent lives – connected to their community and with appropriate care and support as required.

We work with residents who may need support for any number of reasons. Mainly, old age and dementia, physical, sensory and learning disabilities, mental health problems, and substance misuse. The demand for services is growing as our residents are living longer and there are more people living with long term conditions.

Our approach starts with resident's strengths and abilities and seeks to intervene early to prevent or delay needs increasing. Care and support offered via Adult Social Care includes help with essential daily activities like eating and washing, or help participating in work or socialising. We provide support in people's homes wherever possible to aid our residents' independence. If that is not possible, we support people to live in high quality supported housing, residential or nursing homes.

2. Covid Impacts

Support people to lead healthy lives

Demand management has been impacted by COVID-19. In the past year, Adult Social Care has seen an increase in contacts, safeguarding concerns and complex cases. The number of hospital discharges recorded has remained high in 2021/22, which continues to impact assessments, reviews and new admissions to care homes. This is a trend that has been seen across all our NCL partnership boroughs.

Safeguard and protect older and vulnerable residents

The number of safeguarding concerns raised in the year has increased since the pandemic. Last year, of the concerns that progressed to a Section 42 enquiry, domestic abuse and self-neglect are the types of risk with the largest increase compared to the previous year. Figures for this year will be released once the statutory submission for safeguarding has been validated.

Help residents to feel socially active and connected to their community

Nationally the domiciliary home care market, specifically its workforce, has been significantly impacted by the COVID-19 pandemic and rising cost of living, resulting in shortage of workforce and overall reduced capacity. We have seen some similar trends locally but to a far less extent, as we have mitigated the impact with our commitment to London Living Wage, fairer contracts, as well as close alliance with I-Work as part of the Health and Social Care Academy providing a local recruitment portal, attracting new people into the workforce and ensuring they can develop the necessary skills.

3. Approach to KPI selection (reason for selected KPIs)

The 2021/22 Adult Social Care KPIs have been selected based on our corporate objectives and Adult Social Care Principles. Changes have been made to the set of indicators after a review of the 2020/21 corporate indicators. The indicators chosen for the team to report against in 2021/22 are as follows:

Corporate Objective: Support people to lead healthy lives

- Percentage of ASC service users receiving long term support who have received at least one review in the last 12 months
- New admissions to nursing or residential care homes (all ages)

Corporate Objective: Safeguard and protect older and vulnerable residents

- Percentage of service users who have been supported with safeguarding and who are able to comment, report that their desired outcomes were fully achieved (making safeguarding personal)

Corporate Objective: Help residents to live independently

- Percentage of service users receiving services in the community through Direct Payments

Corporate Objective: Help residents to feel socially active and connected to their community

- The proportion of adults with a learning disability in paid employment

4. Key Performance Indicators for attention

4.1 Overachieving KPIs

The indicators presented below are reported by the service as currently exceeding target levels by more than 5%. Detail on each KPI assessment can be found in the relevant directorate's section of the appendix.

Directorate KPIs		2021/22 Q4 position	Director commentary
Directorate Indicator			
ASC5	*The proportion of adults with a learning disability in paid employment	9.3% (target 8.2%)	Target exceeded In Q4 2021/22 57 individuals with a primary support reason of learning disability were in paid employment. This indicator is on target and has shown an improvement since Q3.

4.2 Underperforming KPIs and related risks

The indicators presented below are reported by the service as currently under-performing against target levels by more than 5%. Detail on each KPI assessment can be found in the relevant directorate's section of the appendix.

Directorate KPIs	2021/22 Q4 position		Reason for under-performance	Mitigating actions to manage KPI performance	
ASC1	Percentage of ASC service users receiving long term support who have received at least one review in the last 12 months	44% 52%	Target not met	<ul style="list-style-type: none"> Health funding has been provided to aid the safe and timely discharge of residents from hospital. Funding was initially for a 6-week period and subsequently is now provided for a 4-week period. There is a requirement for Adult Social Care to review all residents receiving this funding within these timescales with a focus on strengths and the best possible outcomes for the individual. These reviews have understandably had to be prioritised. This prioritisation has enabled Adult Social Care to ensure that the best 	<ul style="list-style-type: none"> A service improvement action plan has been set to review practice, monitor performance and update policy. Service improvement targets have been set for teams and the trajectory will be monitored by the senior leadership team. Additional reviews capacity is currently being explored to support performance. Additional social workers have been recruited Daily safeguarding check in meetings with Team Managers, seniors and Heads of Service to discuss reviews Monthly review board to monitor progress and agree actions to improve performance.

				<p>possible outcomes are achieved for residents.</p> <ul style="list-style-type: none"> • Reviews are completed by various teams and performance ranges across these teams. The review team, North and South teams have reviewed 50-71% of their population. Mental Health and Learning disability have reviewed 23-30%, which has impacted the performance for this indicator. • There was also the need to complete a large number of joint Continuing Health Care (CHC) reviews with Health colleagues. This was due to a backlog from NCL and not an Adult Social Care delay, These reviews would not count against this indicator. • Staff members off sick with COVID, with long term COVID and increased annual leave. • SU receiving review through a Care Programme Approach. These reviews are not on LAS due issues with recording on a dual system with The Trust. 	<ul style="list-style-type: none"> • The CPR team has designed a revised review framework to manage higher volume of reviews more effectively and this has enabled the team to complete an increased number of reviews and this should improve the indicator performance • Islington Learning Disability Partnership (ILDLP) working through reviews based on high cost packages of care and out of borough placements • The Head of Mental Health Social Work meets with The Trust fortnightly to work through overdue reviews and improve reviews data quality. Identified 3 teams to work with to implement any changes and improve performance. A Trusted assessors pilot is underway working with Camden and Islington Mental Health Trust on reviews.
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ASC3	New admissions to nursing or residential care homes (all ages)	199 159	Target not met	<p>There has been increased complexity of need associated with the pandemic and this has seen more people requiring long-term support in a care setting following this year.</p> <ul style="list-style-type: none"> • Daily Integrated multi-disciplinary Quality Assurance Meeting (IQAM) and daily hospital meeting to sign off any packages of care or requests for placements. Chaired by member of the Senior Leadership Team at Assistant
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					<p>Director level or above. The purpose of the meeting is to be assured that a strength based approach is being taken when assessing or reviewing residents and that the least restrictive options are explored with innovative solutions being used to meet need and to achieve the best outcomes for residents.</p> <ul style="list-style-type: none"> • Management actions in place to provide assurance that all support packages are recorded in a timely manner on the electronic care records system (LAS) to enable accurate performance recording in this area. • Weekly COVID-19 check in meeting to discuss cases which are moving from COVID funding to LBI. • PtA pilot taking on young people residential care placements this year were transferred and given a new package of care
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ASC2	<p>Making safeguarding personal: Percentage of service users who have been supported with safeguarding and who are able to comment, report that their desired outcomes were fully achieved</p>	<p>58% 70%</p>	<p>Target not met</p>	<p>It should be noted that the data sources for this indicator are not just from Adult Social Care, for example the Mental Health Trust also feed into this indicator, and this has lowered the indicator performance. Adult Social Care performance is 67% whereas The Trust performance is 36%. There are measures in place to ensure the Trust</p> <ul style="list-style-type: none"> • Working with Islington Digital Services to review the safeguarding module of our electronic case records system to ensure that this, and other key questions, are mandatory to answer for staff completing
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				<p>improve performance in this area, led by the Head of Mental Health social work</p> <p>The restrictions on contact with service users and carers and the reduced access to alternative means of support due to closures in services linked to COVID has directly impacted on the ability to fully meet the desired outcomes of service users.</p> <p>It should also be noted that Adult Social Care are working with some adults who may disagree with the protection measures that are proposed, especially when the safeguarding involves a family member or friend. For these reasons they may not feel their outcomes have been met.</p>	<ul style="list-style-type: none"> • Safeguarding team leads are reviewing all enquiries before closure with a focus on improving this indicator • A weekly safeguarding closure panel is now in place to oversee the outcomes of safeguarding enquiries. This has already evidenced a change in outcomes and overall oversight that should support this indicator. • A weekly safeguarding surgery started in October 2021 to discuss open cases, provide guidance and support to LBI staff. • There has been an issue of different recording processes in Mental Health as a result of the use of a different management information system in that service. Considerable work has been undertaken in that area which should result in an improvement in 2022/23.
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4.3 PIs ‘off track’ at Q4 2021/22 that have since improved to ‘on track’

Directorate KPIs	Quarter 3 2021/22 position	Quarter 4 2021/22 position	Director commentary
Percentage of service users receiving services in the community through Direct Payments	28%	29%	<p>In Q4 2021/22 29% of people received services through direct payments. Performance has improved since last quarter (28%) and is higher than this point in time in 2020/21 (27%). This is a result of the transfer of a number of people with learning disabilities over to direct payments as well as increases across the locality teams.</p> <p>Transferring people to direct payments aims to improve processes and systems resulting in individuals in need of care and support having greater choice and control over their lives as well as increasing the number of people accessing direct payments.</p>

4.4 PIs 'on track' at Q4 2021/22 that have since moved to 'off track'

Directorate KPIs	Quarter 4 2021/22 position	Quarter 4 2021/22 position	Director commentary
NA			

5. Key Performance Indicators

The table below presents the latest cumulative outturns available for each KPI for quarter 4 (January 2022 – March 2022). All KPIs are developed with a focus on residents.

Position at Q1- please colour font	<p>Target exceeded by 5% or more</p> <p>Target met or exceeded</p> <p>Target not met but within tolerance (5% unless otherwise agreed)</p> <p>Off target by more than 5%</p>	Movement since last quarter	<p>Better</p> <p>Stable</p> <p>Worse</p>	<p>↑</p> <p>→</p> <p>↓</p>	Target rationale	What is the rationale for the 21/22 target for this PI (e.g. London Average, meeting or exceeding performance last year, national target, MOPAC, etc)
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REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
Support people to live healthy lives							
ASC1	Percentage of ASC service users receiving long term support who have received at least one review in the last 12 months	45%	52%	Improvement from 2019/20 and 2020/21 average	44%	↓	As of Q4 2021/22, 44% of service users who have been receiving services since the beginning of the year have had a review in the last 12 months. The end of year performance for 2021/22 (44%) is higher than the 2020/21 end of year performance for this indicator (39%). It is important to note that this only reflects reviews for long-term service users with us for 12 months+. The team also complete reviews on service users who have received care for less than 12 months. These reviews are not captured in this figure. The overall number of reviews this year is similar to last year with the highest number of reviews completed in March

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							2022. Islington Learning Disability Partnership (ILDLP) and Mental Health teams are working to improve review performance by completing a retrospective review project and improving data recording.
ASC3	New admissions to nursing or residential care homes (all ages)	177	152	Improvement from 2019/20 and 2020/21 average	199	↓	At the end of Q4 2021/22, there were 199 new admissions to care homes. This is above the target of 152 and above end of year performance last year (186 new admissions). There has been increased complexity of need associated with the pandemic and this has seen more people requiring long-term support in a care setting.
Safeguard and protect older and vulnerable residents							
ASC2	Making safeguarding personal - Percentage of service users who have been supported with safeguarding and who are able to comment, report that their desired outcomes were fully achieved	59%	70%	Improvement from 2020/21	58%	↓	In Q4, 58% of service users reported that their desired outcomes were fully achieved, below the target of 70%. The Head of Mental Health Social Work, Head of Safeguarding and the C+I Safeguarding Hub are working closely together to work through issues via a safeguarding action plan, training and monthly validation data reports. It is recognised that this is an important target for our residents and one we strive to towards over the next few months.

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							As noted in the narrative above Adult Social Care are working with some adults who may disagree with the protection measures that are proposed, especially when the safeguarding involves a family member or friend. For these reasons they may not feel their outcomes have been met.
Help residents to feel socially active and connected to their community							
ASC5	The proportion of adults with a learning disability in paid employment	9.2%	8.2%	Improvement from previous years	9.3%	↑	In Q4 2021/22 57 individuals with a primary support reason of learning disability were in paid employment. This indicator is on target, it has shown an improvement since Q3 and is higher than the end of year performance in 2020/21 (7.9%).
Help residents to live independently							
ASC4	Percentage of service users receiving services in the community through Direct Payments	28%	30%	Improvement from previous years	29%	↑	In Q4 2021/22 29% of people received services through direct payments. Performance has improved since last quarter (28%) and is higher than this point in time in 2020/21 (27%). An additional 96 people with learning disabilities were identified to transfer over to direct payments, which is why we have seen the improvement in performance for this indicator. Transferring people to direct payments aims to improve processes and systems resulting in individuals in need of care and support having greater choice and control over their lives as well as increasing the number of people accessing direct payments.

Q4 Corporate Performance Report: **Children's Services**

1. Summary of Children's Services

Children's Services lead on lifelong learning, skills and culture with a particular focus on reducing inequalities in education and care for people in Islington including safeguarding children and vulnerable adults.

2. Covid Impacts

Ensure our schools are places where all young people can learn and thrive

Pupil absence has been higher during the pandemic. Whilst some of this will be due to self-isolation, this is not counted in the absence figures as it is reported separately (in 2020/21, it was counted as a possible session of attendance, but in 2021/22 it will be excluded from absence calculations). There is also caution amongst some parents, evidenced in issues like the increase in pupils being electively home educated. As a result of school closures, exclusion rates have fallen across the country.

Make sure fewer young people are victims or perpetrators of crime

There was a reduction in crime, overall, during the height of the pandemic, and this included youth offending. However, as the economic impact of lockdown restrictions hits, there are concerns that this could lead to a rise in offending, particularly around young people who are often the most adversely impacted by economic downturns.

Always keep children and young people safe and secure and reduce the number of children growing up in poverty

Despite an initial reduction in social care contacts at the start of the first national lockdown, overall, the number of contacts in 2020/21 was in line with 2019/20 levels. There was initially a high level of contacts to Children's Social Care in early 2021/22, but since July, there have been fewer contacts in most months than the corresponding year in 2020.

Free School Meal eligibility levels have increased across the country since the start of the pandemic. Data published by the Department for Education indicated that Islington is particularly affected, with the second highest percentage increase in eligibility between 23rd March 2020 and the January 2021 School Census collection.

Help residents get the skills they need to secure a good job

Due to the pandemic, libraries closed for most of the year and the indicator "Number of library visits" was replaced with "Number of new library members since library closures." The service continued to report on this indicator for the first half of the year. As restrictions were lifted and libraries started to re-open and service started reporting on the "Number of library visits" indicator from Q3 onwards. The numbers were lower than expected due to the rate of Covid-19 in the community. Library usage will continue to be affected by the rate of Covid in the community and a return to pre-Covid usage is likely to take some considerable time, as many users still do not feel confident visiting public spaces.

Approach to KPI selection (reason for selected KPIs)

Ensure our schools are places where all young people can learn and thrive

As we move out from the restrictions around Covid, we have started to re-introduce a number of strategically important measures that were not reportable during the height of the pandemic, such as pupil absence and exclusions.

Make sure fewer young people are victims or perpetrators of crime

The Youth Justice Service measures that have been included are two of the key measures that all local authorities use to measure performance, and allow us to benchmark with other areas.

Always keep children and young people safe and secure and reduce the number of children growing up in poverty

The safeguarding measures included are a selection of the most important measures agreed as part of the Children & Families Outcomes Framework, where we have long-term targets agreed with the MHCLG. We also include equalities sub-measures around the re-referrals measure as part of the ongoing focus on disproportionality around safeguarding.

Help residents get the skills they need to secure a good job

A number of additional Libraries indicators were introduced to adapt to reporting during the pandemic. The KPIs focus on targeted support to residents from priority groups to acquire the skills and confidence they need to secure a good job and reports on libraries use and membership and activities and school engagement in cultural, creative and world of work activities.

4. Key Performance Indicators for attention

4.1 Overachieving KPIs

The service reports indicators below as currently exceeding target levels by more than 5%. The relevant directorate’s section of the appendix details each KPI assessment.

Directorate KPIs		2021/22 Q4 position	Director commentary
Corporate Indicator			
C3a	Percentage of re-referrals to Children's Social Care within the previous 12 months - Black-Caribbean ethnic group	20.6% (Target: <22.1%)	Target exceeded 34 out of 165 referrals made in 2021/22 involving Black-Caribbean children and young people were re-referrals within 12 months of a previous referral. This has met the target, which is based on a reduction from 2020/21. The figures for 2021/22 show that the difference between the rate for Black-Caribbean young people and the overall borough average was not statistically significant. This is likely to be evidence of more culturally competent practice across the partnership.

Directorate KPIs		2021/22 Q4 position	Director commentary
C5a	Percentage of primary school children who are persistently absent (below 90% attendance)	9.6% (Target: <10.3%)	Target exceeded The success of the primary persistent absence programme continues to make a positive impact on reducing persistent absence evident in our current performance that is below our target. This programme has extended to include a further 13 primary schools where the data has indicated an increase in persistent absence. Persistence absence is now a focus of the developing education strategy and is driven by a 12 month delivery plan with clear measurable outcomes. This new proactive approach described in the body of the report supports schools to understand the profile of pupils more likely to be persistently absent and therefore be able to respond more robustly.
C8	Number of first time entrants into the Youth Justice System	45 (Target: <60)	Target exceeded There has been a strong focus on evidence-based early intervention and prevention initiatives and services to help to divert and prevent young people from entering the criminal justice system. This has included strengthening our universal, open for all offer for children and young people and continuing to ensure that preventative services are more targeted, needs-led and far reaching. Part of this has also included (further) mobilising the partnership including commissioned and voluntary organisations. This has helped with the over-achievement of this target. There is much more planned in this regard.

Directorate KPIs		2021/22 Q4 position	Director commentary
C9	Percentage of repeat young offenders (under 18)	20% (Target: <37%)	Target exceeded The recognition of the fact that for a number of years there was a small, but significant prolific cohort of young people who continually reoffended has led to an innovative strategic and operational response to ensure that an array of programmes is in place to address the needs of such young people. Interventions are being delivered that are not just risk focussed, but which also address the welfare and wellbeing needs of such cohorts. Ensuring that there was no disruption to the delivery of services and support during the pandemic has also assisted with the over-achievement of this target.
C9a	Percentage of repeat young offenders (under 18) - YJB measure	26.3% (Target: <40%)	Target exceeded The commentary that was written in C9 is also applicable to this indicator. The YJB measure uses a dataset which is from 18 months ago, but the trajectory in relation to this indicator is positive as aforementioned.
C12b	b) Number of online and face to face events and activities	1,108 (Target: >240)	Target exceeded Online and face to face activities are above target as in person events restarted on 1 November 2021. The overachievement of this indicator is due in the main to the service being able to restart in person events at all Libraries and the Museum. School and nursery classes have also started to return to the service and the service have had a number of events and activities for schools.

4.2 Underperforming KPIs and related risks

The service reports indicators below as under-performing against target levels by more than 5%. The relevant directorate's section of the appendix details each KPI assessment.

Directorate KPIs		2021/22 Q4 position		Reason for under-performance	Mitigating actions to manage KPI performance
C3	Percentage of re-referrals to Children's Social Care within the previous 12 months	17.6% (Target: 16.5%)	Target not met	The target was not met due to a high number of re-referrals in the early part of 2021/22. For the last half of 2021/22 alone, performance was on target at 14%.	We will continue to monitor current performance and audit when needed and follow up findings with the service. Previous audits have shown that some re referrals are for different matters /issues than the preceding involvement and others in relation to domestic abuse where families have disengaged following an assessment and threshold is not made for CP plan.
C4	Number of Looked After Children	389 (Target: 357)	Target not met	There has been a marked increase since October 2021, peaking at 397 in February 2022. Some of this is related to increases in the number of Unaccompanied Asylum Seeking Children (UASC) becoming looked after.	There has been a large increase in the numbers of Children Looked After. A service priority for the year will be to ensure the right children come into care at the right time and that projects and transformation such as ASIP and reunification are in place to ensure this.
C5	Percentage of mainstream school children who are persistently absent (below 90% attendance)	13.2% (Target: <11.8%)	Target not met	Persistent absence amongst primary school pupils is better than the target, based on the Inner London average. However, secondary school absence is higher than the Inner London average.	In order to reduce persistent absence across mainstream schools, the focus has shifted towards prioritising secondary schools. To support this shift in focus will be the developing education strategy, underpinned and driven by 12 month delivery plans – improved secondary attainment, reducing persistent absence and a focus on vulnerable groups.
C5b	Percentage of secondary school children who are persistently absent (below 90% attendance)	18.6% (Target: <13.8%)	Target not met	Persistent absence rates in two schools were actually better than the Inner London average. However, persistent absence rates rose above 20% in half of Islington's secondary schools.	7 secondary schools are participating in the secondary persistent absence programme. Through the 12 month delivery plan that is focussing on reducing persistence absence, we will draw on the enhanced practice of the 3 secondary schools to share their practice in supporting the other schools. The secondary

					Headteacher network is now gaining pace and there is a developing collective approach that it is everyone's business to eliminate this inequality.
C12	Number of library visits	342,384 (Target: >=500,000)	Target not met	<p>Visit figures are below the target of 500,000 - this was an estimate based on previous visits figures in 2019. However, this estimate didn't take into account the continuing impact of COVID and the ongoing prevalence of the virus in the community.</p> <p>This has impacted on the visits and library members have not returned to their pre-pandemic visiting habits. Library members still appear to be nervous about returning to shared public spaces. In addition to this issue, Central Lending library was closed between 4 Oct - 30 January for a complete refurbishment which has had an impact on visit figures for Central, which is the largest and busiest Library that records the highest number of visits.</p>	<p>In order to improve visit figures and encourage library users to return to us, the service has restarted in person events and over the past two quarters have seen a month on month increase in usage. We have an e-bulletin where we promote activities, events and news with users to encourage them to return to us. We have an active Twitter account promoting events and stock and encouraging users to visit us. During the lockdown, we saw a massive increase in take up of our online resources. This trend has continued and our online usage for 2021/22 is slightly above 2020/21. However, this success means that users do not have to visit us as they can get access to their books and resources online.</p>

Note – C6c (exclusions involving Black-Caribbean secondary school pupils) is under-performing but there is no new data since last quarter and so it is not included in this section – it is an annual measure.

4.3 PIs 'on track' at Q3 2021/22 that have since moved to 'off track'

No Corporate Indicators fit into this category for Children's Services for Q4.

5. Key Performance Indicators

The table below presents the latest cumulative outturns available for each KPI for quarter 4 (January 2022 – March 2022). All KPIs are developed with a focus on residents. Please note that the Early Intervention and Prevention Corporate Indicators relating to the ‘Make sure children get the best start in life’ are reported under the Fairer Together directorate’s report, but are relevant to Children Services as well.

Position at Q1- please colour font	<p>Target exceeded by 5% or more</p> <p>Target met or exceeded</p> <p>Target not met but within tolerance (5% unless otherwise agreed)</p> <p>Off target by more than 5%</p>	Movement since last quarter	<p>Better</p> <p>Stable</p> <p>Worse</p>	<p>↑</p> <p>→</p> <p>↓</p>	Target rationale	What is the rationale for the 21/22 target for this PI (e.g. London Average, meeting or exceeding performance last year, national target, MOPAC, etc)
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REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
Always keep children and young people safe and secure and reduce the number of children growing up in poverty							
C3	Percentage of re-referrals to Children's Social Care within the previous 12 months	18.9%	16.5%	Reduction over time agreed with MHCLG as part of Children & Families Outcomes Framework	17.6%	↑	424 out of 2407 referrals made in 2021/22 were re-referrals within 12 months of a previous referral. This is just above the target, but in line with performance in 2020/21. Performance was particularly strong in the second half of the financial year, at 14%. Audits in the first half of the year found that a lot of these re-referrals tend to relate to new incidents of domestic abuse and violence and the audits did not identify any concerns about the initial referral being closed prematurely.
C3a	Percentage of re-referrals to Children's Social Care within the previous 12 months - Black-Caribbean ethnic group	19.5%	22.1%	Reduction on 2020/21 level	20.6%	↓	34 out of 165 referrals made in 2021/22 involving Black-Caribbean young people were re-referrals within 12 months of a previous referral. This has met the target, which is based on a reduction from 2020/21. The figures for 2021/22 show that the difference between the rate for Black-Caribbean young people and the overall borough average was not statistically significant.

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Na narrative (with mitigating actions for below target KPIs)
C3b	Percentage of re-referrals to Children's Social Care within the previous 12 months - White British ethnic group	21.3%	19.8%	Reduction on 2020/21 level	19.8%	↑	104 out of 526 referrals made in 2021/22 involving White-British young people were re-referrals within 12 months of a previous referral. This is in line with performance in 2020/21. The figures for 2021/22 show that the difference between the rate for White-British young people and the overall borough average was not statistically significant.
C4	Number of Looked After Children	377	357	Reduction over time agreed with MHCLG as part of Children & Families Outcomes Framework	389	↓	Long term targets for gradual reduction in CLA set as part of MHCLG Children & Families Outcomes Framework. Numbers peaked around 370 in early 2020/21, then fell to around 345-355 for over a year. However, there has been a marked increase since October 2021, peaking at 397 in February 2022.
Ensure our schools are places where all young people can learn and thrive							
C5	Percentage of mainstream school children who are persistently absent (below 90% attendance)	10.4% (Autumn and Spring terms 20/21)	11.8%	At or better than the Inner London average	13.2% (full 20/21 academic year)	↓	Persistent absence amongst primary school pupils is better than the target, based on the Inner London average. However, secondary school absence is higher than the Inner London average. Combined, the percentage of Islington mainstream school children who were persistently absent in 2020-21 academic year was above the inner London average. Persistent absence was higher after the Summer term than it was at the end of the Spring term. Schools were closed to the majority of pupils as a result of Covid restrictions for a great deal of the Spring term and pupils were learning from home. This period would have been counted as attendance, and so absence rates at the end of the Spring term were lower than would otherwise be expected if schools had been open for the whole period. Covid-related absence is not counted as absence in

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							<p>PA calculations but the sessions do count towards possible sessions.</p> <p>In partnership with Fairer Together, we have launched “Becoming a Man” (BAM) –a project to support young Black men’s mental health with the aim of increasing school attendance and reducing exclusions. All secondary and Special schools were invited to the launch of the project in January 2022 which generated significant interest. Schools have been asked to submit expressions of interest, from which two schools will be selected to participate in the 3 year programme which is due to commence in September 2022. The programme will involve a mentor/coaching support who will work closely with identified pupils on a weekly basis.</p> <p>In the development of the Education Strategy the following key priorities have been identified including:</p> <ul style="list-style-type: none"> • Exclusions • Persistent absence <p>Each priority has an action plan with clearly identified outcomes. To ensure these action plans are impactful, every school will be assessed against each priority and where data is above the Inner London average, there will be targeted support and challenge.</p> <p>In order to reduce persistent absence across mainstream schools, the focus has shifted towards prioritising secondary schools. To support this shift in focus will be the developing education strategy, underpinned and driven by 12 month delivery plans – improved secondary attainment, reducing persistent absence and a focus on vulnerable groups.</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
C5a	Percentage of primary school children who are persistently absent (below 90% attendance)	7.9% (Autumn and Spring terms 20/21)	10.3% (20/21 Inner London)	At or better than the Inner London average	9.6% (full 20/21 academic year)	↓	<p>The success of the primary persistent absence programme continues to make a positive impact on reducing persistent absence evident in our current performance that is below our target. This programme has extended to include a further 13 primary schools where the data has indicated an increase in persistent absence. Persistence absence is now a focus of the developing education strategy and is driven by a 12-month delivery plan with clear measurable outcomes. This new proactive approach described in the body of the report supports schools to understand the profile of pupils more likely to be persistently absent and therefore be able to respond more robustly.</p> <p>As noted in the commentary for C5, the absence rates for the Spring term would have been lower than otherwise expected as the period when schools were closed for most pupils would have counted as attendance. Therefore, an increase during the Summer term was somewhat expected.</p> <p>The Islington Persistent Absenteeism Programme supported schools to develop their own strategy that focussed on the following:</p> <ul style="list-style-type: none"> • Management and leadership of the school's attendance strategy • Ensuring parents met their responsibilities • Effective support from partner agencies – Health, Families First, Early Intervention and Prevention • Support and challenge from the local authority <p>This work will continue with more primary schools going forward based on the most recent data.</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Na narrative (with mitigating actions for below target KPIs)
							Provisional Autumn 2021-22 Persistent Absence data from NCER shows the Primary sector percentage as 18.6% compared to 11.5% in Autumn 20-21. A bigger % increase is seen in the national average. The figures may not be directly comparable due to changes in exclusion of X codes in possible sessions in 2021-22 academic year. Absence related to Covid (X code) was treated as a possible session and not absence in 2020/21. In 2021/22, schools have been told not to use this code, and it is now treated as neither absence nor a possible session. Three schools improved their PA rates.
C5b	Percentage of secondary school children who are persistently absent (below 90% attendance)	14.1% (Autumn and Spring terms 20/21)	13.8% (20/21 Inner London)	At or better than the Inner London average	18.6% (full 20/21 academic year)	↓	<p>Persistent absence rates in three schools were actually better than the Inner London average. However, persistent absence rates rose above 20% in half of Islington's secondary schools.</p> <p>As noted in the commentary for C5, the absence rates for the Spring term would have been lower than otherwise expected as the period when schools were closed for most pupils would have counted as attendance. Therefore, an increase during the Summer term was somewhat expected.</p> <p>Due to the success of the primary programme outlined above a secondary version was launched with secondary schools on the 1 November 2021.</p> <p>7 secondary schools are participating in the secondary persistent absence programme. Through the 12 month delivery plan that is focussing on reducing persistence absence, we will draw on the enhanced practice of the 3 secondary schools to share their practice in supporting the other schools. The secondary HT network is now gaining pace and there is a developing collective</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							<p>approach that it is everyone's business to eliminate this inequality.</p> <p>Four of these seven schools participating in the secondary persistent absentee programme have already improved their PA figures in Autumn 2021-22 term in comparison to Autumn 20-21 term.</p> <p>Provisional Autumn 2021-22 Persistent Absence data from NCER shows the Secondary sector percentage as 24.2% compared to 20.7% in Autumn 20-21. The figures may not be directly comparable due to changes in exclusion of X codes in possible sessions in 2021-22 academic year as mentioned in CYP5a. A bigger increase in persistent absence figures is seen in the national average.</p> <p>In total five secondary schools improved their PA percentages compared to their Autumn 2020-21 figures.</p>
C6	Percentage rate of fixed period exclusions - mainstream schools	5.63% (19/20)	TBC (published July 2022)	At or better than Inner London	6.59% (20/21)	↓	<p><i>(No change in these measures from last quarter)</i></p> <p>Fixed period exclusion rates in Islington secondary schools are too high and this is a priority for the newly formed Islington Secondary School and College Leader network (ISSCL). The ISSCL network supports the school-to-school delivery model and includes all Secondary Headteachers, including academies. ISSCL first met in January 2022. During meeting 4 (May 2022) the council presented to the group PA and exclusion data with a commitment to share school level data with the entire group moving forward. The ISSCL meeting in June will afford leaders the opportunity to:</p> <ul style="list-style-type: none"> • Discuss the issues in more depth with Service Directors. • Understand the areas to target. • Capture current practice, cost, and impact.
C6a	Percentage rate of fixed period exclusions - primary	1.34% (19/20)	TBC (published July 2022)	At or better than Inner London	1.45% (20/21)	↓	
C6b	Percentage rate of fixed period exclusions - secondary	13.26% (19/20)	TBC (published July 2022)	At or better than Inner London	15.21% (20/21)	↓	

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							<ul style="list-style-type: none"> Assess the entire cohort (all YP) currently below target as a multi-agency response. <p>Engagement has been good and there exists a willingness to address this with schools and services together. There is a wide range of exclusion rates across the borough's secondary schools. The ISSCL network will be looking to share best practice, work closely with LBI and using available resources across the system, reduce exclusion rates with a focus on those schools currently significantly above national levels so that the borough average falls across the 2022/2023 academic year. The LA's approach is status neutral and will continue to include all schools.</p> <p>Exclusions fell in 2019/20 across the country as a result of the school closures during the national lockdown. Data for 2020/21 shows fixed period exclusions have reduced for many schools, but there were substantial increases at a small number of schools that pushed up the average. Also, schools were open to pupils for more of the school year in 2020/21 than they were in 2019/20, so a slight increase in exclusion rates could be expected.</p> <p>The target is based on the Inner London average, which should be available in July 2022.</p> <p>Exclusions is a key priority for the education strategy. A 12 month delivery plan has been created to adopt a more preventative approach and target schools more proactively. Regular reports will be presented to the newly formed school delivery group.</p> <p>Provisional local data for Islington primary schools indicates that there were 141 suspensions during the period 01.09.2021 to 31.03.2022. 16 primary schools had no suspensions during this</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							<p>period. Of the remaining 30 primary schools, two schools accounted for 30% of all primary suspensions during this period. Physical assault against an adult accounted for 28% of all primary suspensions, followed by physical assault against a pupil at 23%. There have been 3 permanent exclusions from 3 different primary schools all for physical assault against an adult.</p> <p>Provisional local data for Islington secondary schools indicates that there were 1206 suspensions from 01/09/2021 to 31/03/2022. Of these, three schools accounted for 80% of all secondary suspensions during this period. Persistent disruptive behaviour accounted for 48% of all secondary suspensions, followed by physical assault against a pupil at 19%. There have been 3 permanent exclusions from 3 different secondary schools, two for physical assault against another pupil and one for a weapon-related offence. In addition, 4 exclusions were withdrawn in favour of a managed move arranged between schools, or placement via EHCP or Securing Education Board processes.</p>
C6c	Percentage rate of fixed period exclusions - Black-Caribbean secondary school pupils	+12.23% than LBI average (19/20)	<+12.23 % than LBI average	Less than 19/20 gap	+13.26% than LBI average (20/21)	↓	<p><i>(No change in this measure from last quarter)</i></p> <p>In 2019/20, the exclusion rate for Black-Caribbean secondary school pupils was 25.49%, 12.23 percentage points above the Islington average of 13.26%. In 2020/21, the exclusion rate for Black-Caribbean secondary school pupils was 28.11%, 13.26 percentage points above the Islington average of 14.85%.</p> <p>However, as noted in the commentary above, the increase in exclusion rates overall would have been affected by the fact that schools were open to pupils for more of the school year in 2020/21 than in 2019/20. Another way of looking at the figures</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							<p>is that in 2019/20, the exclusion rate for Black-Caribbean secondary school pupils was 192% of the Islington average, whilst in 2020/21 for Black-Caribbean secondary school pupils was 189% of the Islington average. So proportionally the rate for Black-Caribbean secondary school pupils has marginally improved compared to the average.</p> <p>A range of initiatives are in progress to increase pupils' sense of belonging through a 'see it to be it' approach that includes targeted and whole school initiatives. For example, Unconscious Bias training rollout; partnership work with 'The Black Curriculum', Aspire Education / Father2Father Group and rollout of Equality, Diversity and Inclusion Charter and Self-Evaluation Tool to enable schools to identify actions, timescales and success criteria specific to their cohort in order to effect dynamic and sustainable change.</p>
C7	Percentage of 16 & 17 year olds (year 11 and 12 leavers) with an offer of a suitable place, by the end of September, to continue in education or training the following year	97.1% (2020 leavers)	>96.8%		97.3% (2021 leavers)	→	The 2021-22 target of 96.8% was achieved with 97.3% of 16 & 17 year olds with an offer of education or training by October 2021. The team continues in their efforts to reach out to those who did not have an offer in the summer and supporting those in need of help to go on to education, employment or training.
<i>Make sure fewer young people are victims or perpetrators of crime</i>							
C8	Number of first time entrants into the Youth Justice System	32	60	Improvement on 2019/20	45	N/A - cumulative	Offending levels were particularly low during the pandemic, so target is based on an improvement from 2019/20. The target was based on an average of 15 First Time Entrants each quarter. Every single quarter of 2021/22 has seen fewer than 15 First Time Entrants, with a particularly low number in Q3 (6).

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
C9	Percentage of repeat young offenders (under 18)	26%	<37%	Improvement on 2019/20	20%	↑	The cohorts this measure is based on have reduced over the years as offending levels have fallen. Only five of the 25 offenders from Q4 2020/21 re-offended over the subsequent 12 months.
C9a	Percentage of repeat young offenders (under 18) - YJB measure	37.9% (Q3 2020/21)	<40%	Improvement on long term trend	26.3% (Q4 20/21)	↑	After a gap in reporting, the YJB have made data for Q3 and Q4 2020/21 available. There is a delay in the publication of this data whilst sentences are confirmed. The latest data is for the 2020/21 financial year and shows a reduction from the peak in Q2 2020/21. Please note that each quarter's performance is based on a different cohort, and the cohorts are relatively small, so the performance can fluctuate significantly from quarter to quarter.
Help residents get the skills they need to secure a good job							
C12	Number of library visits	174,248	>500,000	Target based on pre-covid visits in 2019-20	342,384	N/A – Cumulative	<p>Visit figures are below the target of 500,000 - this was an estimate based on previous visits figures in 2019. However, this estimate didn't take into account the continuing impact of COVID and the ongoing prevalence of the virus in the community.</p> <p>This has impacted on our visits and library members have not returned to their pre- pandemic visiting habits. Library members still appear to be nervous about returning to shared public spaces. In addition to this issue Central Lending library was closed 4 Oct - 30 January for a complete refurbishment which has had an impact on visit figures for Central which is the largest and busiest Library that records the highest number of visits.</p> <p>In order to improve visit figures and encourage library users to return to us, we have restarted in person events and over the past two quarters have seen a month on month increase in usage. We have an e-bulletin where we promote activities, events and news with users to encourage them to return to us. We have an active Twitter account promoting events and stock</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							and encouraging users to visit us. During the lockdown, we saw a massive increase in take up of our online resources. This trend has continued and our online usage for 2021/22 is slightly above 2020/21. However, this success means that users do not have to visit us as they can get access to their books and resources online.
C12a	a) Take up of e-resources (e-audio books, e-newspapers and magazines)	181,344	>240,000	Increased target based on 19-20 and 20-21 performance.	244,936	N/A – Cumulative	Usage of online resources is above the target and is also slightly above last year's figure.
C12b	b) Number of online and face to face events and activities	632	>240	Target is based on 2020-21 target.	1,108	N/A – Cumulative	Online and face to face activities are above target as in person events restarted on 1 November 2021. The overachievement of this indicator is due in the main to us being able to restart in person events at all Libraries and the Museum. School and nursery classes have also started to return to us and we have had a number of events and activities for schools.

Q4 Corporate Performance Report: **Community Wealth Building**

1. Summary of Community Wealth Building Function

Community Wealth Building brings together key services to maximise the Council's effectiveness as a place-shaper and as an agent of economic change and influence. The directorate has five service areas:

- **Community Financial Resilience:** Helping residents to improve economic wellbeing through maximising household income, tackling problem debt and building savings and financial security. Includes administration of housing and other benefits, Resident Support Scheme, and the IMAX team
- **Inclusive Economy & Jobs:** Supporting residents into good jobs to improve economic wellbeing, and local businesses, town centres and SMEs to ensure a strong local economy with local jobs for local people. Includes the iWork team, Adult Community Learning, Youth Progression, Affordable Workspace programme and support for businesses and town centres.
- **Strategic Procurement and Supply Assurance:** Maximising our spending power through contracts and commissioning to deliver benefits – social value - for local businesses and communities. Includes oversight / steer for high commissioning, maintaining the contracts register, robust management of suppliers, and training for local suppliers, VCSEs and Members
- **Corporate Landlord Service:** Bringing together management of non-residential council buildings and assets to maximise benefits for residents through rental income, delivery of services, and public spaces. Includes Facilities Management, delivery of Capital programmes, and commercial property portfolio
- **Planning and Development:** Putting in place the planning and development policies to enable us to build new affordable homes for our residents, support local business and jobs, and provide spaces for communities to come together. Includes planning applications, development management, and building control

2. Covid Impacts

Reduce levels of long-term unemployment and worklessness

Despite the economic impacts of COVID, we continue to see strong performance in terms of our employment targets. Overall numbers supported into employment have exceeded both the annual target, and the 4 year manifesto target, and sub-targets for key cohorts have also been exceeded.

Help residents get the skills they need to secure a good job

ACL performance is tracked over the period of an academic year, so data is only available for the first two terms. However, the service has been affected by prolonged COVID measures, which have resulted in lower enrolment numbers compared to previous years. Although numbers of enrolments in the new academic year enrolments show an improvement, they are still far from pre-pandemic levels. Learners with disabilities or long-term health conditions were particularly impacted by the move to online learning during COVID, whilst face-to-face teaching is now resuming, performance continues to be below target.

There are no other CWB indicators where performance has been significantly impacted by COVID.

Payment of COVID grants

Community Wealth Building has had responsibility for administering a number of grants to support local people and businesses during COVID and subsequently with the cost of living.

Community Financial Resilience

All COVID related grants came to an end at the end of 2021/22:

- Household Support Fund 1 was fully distributed between October 2021 to March 2022 – providing a total £2.218m support for local residents
- £1.224m of support distributed in Test & Trace support payments.
- In 2021/22 our Local Council Tax Support (LCTS) Hardship Scheme provided over 23,500 households with £2.8m of support.

In 2022/23, our focus will be on providing support to help residents cope with the rising cost-of-living

- Household Support Fund 2 – government grant (April to Sep 2022) to address cost of living issues (details being worked up)
- Council Tax Energy Rebate – government funding to provide a rebate for households in Bands A-D
- Islington's Discretionary Scheme – additional support to households on CTS across all bands.
- LCTS policy for 2022/23 agreed. Changes maximise support for working age residents from 91.5% to 95%, costing around £700k per annum.

Inclusive Economy & Jobs

The total amount of funds paid to businesses in 2021/22 through the Additional Restrictions Grant (ARG) (discretionary funding from Government for distribution to local businesses) was £11,173,000. This equated to a total of 2,039 grants paid, with a wide geographical distribution, which included:

1. ARG main fund & Omicron ARG – grants distributed directly to businesses impacted by the Covid-19 restrictions.
2. Hospitality Recovery Grants – to cafes, restaurants and leisure businesses to support them when they were required to close in December 2021.
3. Workspace Operator Grants – to workspace operator partners, to help sustain affordable workspaces in the borough as part of the recovery.
4. Market Support Grants – to street market traders for visual merchandising, promotions, etc.
5. Childcare Provider Grants – to providers in the borough, to ensure the continued provision of affordable childcare, and help providers with increased costs and reduced demand.
6. Town Centre Fund – to help small, independent businesses on the high street, and in Low Traffic Neighbourhoods, to develop promotions and business improvements.
7. Cooperative Development – to establish a new generation of local co-operatives, through a new development agency with workshops, networking and funding.
8. Inclusive Entrepreneurship – an incubation programme for start-ups owned by under-represented entrepreneurs to provide extra advice, guidance and networking, as well as a new partnership with Black Pound Day.
9. Circular Economy – to support businesses to develop and scale circular economy initiatives, as part of the council's commitment to the net zero agenda.
10. Business Directory – compilation of a new directory to promote Islington businesses involved in the wider construction sector, in order to keep more spend, more local.

This funding stream has now come to an end. The Council has put in place a programme of business recovery and support initiatives and mainstreamed these projects into its core Inclusive Economy work programme.

3. Approach to KPI selection (reason for selected KPIs)

CWB corporate performance indicators focus on measuring the impacts for residents, communities and businesses from our four key programmes of work:

Economic wellbeing:

a) Building financial resilience:

Two new indicators, aimed at monitoring success of efforts to maximise household income, with baselines being established this year:

- Number of residents on Council Tax Support
- Additional total income secured for residents through IMAX team (through targeted, data-led benefit take up campaigns)

b) Promoting sustainable employment:

- Supporting residents into work (with sub targets for those groups facing the most barriers) and into external apprenticeships
- Two new indicators to monitor whether those we support into work are still in work (at 13 and 26 weeks) to ensure we are promoting sustainable employment
- Number of residents enrolled on an ACL course, with sub-targets for key groups (Parents, people with disabilities / long-term health conditions, and those from Black and Minority Ethnic communities) and for numbers engaging in online learning

Inclusive economy:

Three new PIs measuring social value and the added value of the team:

- £ social value through Affordable Workspace programme
- LLW entry level jobs delivered through Islington Working partnership
- Survey to measure business perceptions of the impact / value added of the team

Progressive procurement:

Two new measures to track progress in delivering social value for local businesses through our procurement. Baselines are being established this year.

- % of our suppliers who are Islington-based or neighbouring boroughs
- % of council spend with local suppliers

Enabling Assets:

- Continued monitoring of planning applications determined within time as one of our key BAU services to residents
- Monitoring (though no targets) of s106/CIL received and s106/CIL secured or negotiated to ensure we are maximising social value from developers

NB: CWB also contributes to targets around reducing carbon emissions from council buildings, and new affordable homes – which are monitored elsewhere.

Across all of these indicators, we know that social value benefits can be maximised if we work with other key players – or Anchor Institutions – in the borough. We are in the process of developing a Social Value Outcomes

Framework with a number of anchor institutions, and collating baseline information that will enable us to set ambitious collective targets from 2022/23 and beyond.

4. Key Performance Indicators for attention

4.1 Overachieving KPIs

The indicators presented below are reported by the service as currently exceeding target levels by more than 5%. Detail on each KPI assessment can be found in the relevant directorate's section of the appendix.

KPIs <i>(Aspirational target positions are provided in the descriptions below for each KPI)</i>		2021/22 Q4 position	Director commentary
CORPORATE OBJECTIVE: Reduce levels of long-term unemployment and worklessness		Q4 position	
CWB1	Number of Islington residents supported into paid work through Islington Working Partnership activity	2,034 (Target 1,000)	Target exceeded
CBW2	a) Parents of children aged 0-18	361 (Target 330)	Target exceeded
CBW3	b) Young People aged 18-25	339 (Target 300)	Target exceeded
CWB4	c) Disabled people / those with long term health conditions	513 (Target 250)	Target exceeded
CBW5	d) Black, Asian and Minority Ethnic people	1,044 (Target 600)	Target exceeded

KPIs <i>(Aspirational target positions are provided in the descriptions below for each KPI)</i>	2021/22 Q4 position	Director commentary
		<p>Ingeus have been a key contributor to overall employment outcomes this year. They are responsible for delivering two Government initiatives in response to the Covid-19 pandemic - Job entry targeted support (JETS) and Restart - as well as being contracted via our partnership with Central London Forward to deliver the Work and Health Programme in the borough. Ingeus have delivered 1,179 (58%) of our total job outcomes in 2021/22.</p> <p>NB: this level of performance may not be sustainable once the government programmes end. JETS will cease to operate from April 23, whilst Restart and the Health and Work Programme will continue to take referrals until mid-2024, last outcomes will be reported June 2026.</p>
CWB7	<p>Percentage of Islington residents supported into paid work through Islington Working Partnership activity who are still in work at 13 weeks</p> <p style="text-align: right;">86% (Target 50%)</p>	<p>Currently reporting is based on iWork job outcomes only.</p> <p>Of iWork outcomes, 304 had met the 13 week point. We were able to contact 189 of these (115 have not responded). Of these:</p> <ul style="list-style-type: none"> • 163 (86%) were still in employment • 26 (14%) were no longer on work. <p>NB: iWork contacts people up to three times to track outcomes. We are also working with partners to ensure they track sustained employment.</p> <p>This measure is arguably more important than the job starts data, and the strong retention levels are a positive indicator of sustainable employment</p>
CWB8	<p>Percentage of Islington residents supported into paid work through Islington Working Partnership activity who are still in work at 26 weeks</p> <p style="text-align: right;">84% (Target 50%)</p>	<p>Of iWork outcomes, 215 had met the 26 week point. We were able to contact 113 of these (102 have not responded). Of these:</p> <ul style="list-style-type: none"> • 95 (84%) were still in employment • 18 (16%) were no longer in work.

KPIs <i>(Aspirational target positions are provided in the descriptions below for each KPI)</i>		2021/22 Q4 position	Director commentary
			This measure is arguably more important than the job starts data, and the strong retention levels are a positive indicator of sustainable employment
CORPORATE OBJECTIVE: Help residents get the skills they need to secure a good job		Q4 position	
CWB9	Number of Islington residents supported into apprenticeships with an external employer	61 (Target 30)	Target exceeded
			In the first two quarters of 2021-22, apprenticeships continued to be impacted by sector shutdowns, which resulted in lower numbers of starts and delays to training. However, the position picked up from Quarter 3 and, during Quarter 4 we have continued to exceed targets. Performance has been strong this quarter with 61 apprentices placed against a profiled target of 30 . Most of the apprenticeships reported have been achieved by our iWork for Construction council team working closely with developers on our Section 106 sites and the council's own contractors. At least a third of apprenticeships achieved were delivered by our Islington working partnership which includes social care contractors and the Aspire Youth employment network.
CWB10	Number of Islington residents gaining apprenticeships with council contracted suppliers <i>NB: A subset of CWB9</i>	31 (Target 20)	Target exceeded
			The vast majority of these are with construction contractors, working on new build or subject to Section 106 obligations. We continue to work closely with commissioners and contract managers to identify opportunities for apprenticeships in other contracts.

KPIs <i>(Aspirational target positions are provided in the descriptions below for each KPI)</i>	2021/22 Q4 position	Director commentary
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CWB15	Number of Islington residents enrolled on an Adult & Community Learning Course: d) Residents engaging with online courses	427 (Target 320) Autumn & Spring terms	Target exceeded Full year target of 400 has been exceeded with one term to go. Learner feedback has shown that there are areas of provision where online learning is preferable and face-to-face is preferable. In general, higher-level learners find the flexibility of online learning useful, whereas lower-level learners find face-to-face more conducive to learning. Curriculum areas have discussed how the curriculum intent has changed due to online learning and are rationalising this indicator.
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CORPORATE OBJECTIVE: Provide practical support to help residents cope with the cost of living Snapshot as of 31 March 2022

CWB16	Number of Islington residents on Council Tax Support	25,365 (Target 28,119)	Target exceeded The direction of travel is gradually reducing after peaking in 2020/21. This indicates an improvement in economic conditions, less people on benefits/low incomes, more people gaining employment. The end of the furlough scheme and the removal of the additional UC allowance has not led to an increase in households claiming CTS. All working age households in receipt of CTS in 20/21 & 21/22 have received a Hardship Fund rebate of up to £150 on their council tax bill. The council has agreed additional support in our CTS scheme for 22/23 to provide 95% support for working age CTS recipients. The government announced on 3/2/22, support with energy prices via council tax bills. All council tax bands A-D will receive a £150 payment for 22/23. The LA will receive a grant, amount to be confirmed, for a discretionary scheme to help vulnerable low-income households not in bands A-D or those not responsible for paying council tax.
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CORPORATE OBJECTIVE: Promote and inclusive economy

KPIs <i>(Aspirational target positions are provided in the descriptions below for each KPI)</i>		2021/22 Q4 position	Director commentary
CWB20	Number of London Living Wage entry level jobs delivered through the Islington Working Partnership	417 (Target 200)	Target exceeded This is a new measure, introduced from Q3 20/21. This year is therefore the first full year of data. Performance has been strong, and we have exceeded the year-end target. This summer will mark the first-year anniversary of Islington accreditation as a London Living Wage place. As part of this work we have continued to raise the need for a living wage with our town centre networks and with the employers who use our brokerage. The conversation is extending across our integrated care sector, and we have already found that some agencies who are not contractually obliged to pay the living wage are choosing to do so, to be able to compete in the local Labour market. Similarly, labour shortages arising from Brexit have seen increased wages in the jobs advertised on the portal by local retailers and hospitality venues
CORPORATE OBJECTIVE: Ensure development is well planned		Q4 position	
CWB23	Percentage of planning applications determined within 13 weeks or agreed time - rolling three months - Majors	100% (Target 90%)	Target exceeded Targets are set at a level to ensure we maintain high performance. The team is currently performing well, with almost all applications that were determined in 2021/22 being determined within the agreed timescale.
CWB24	Percentage of planning applications determined within 8 weeks or agreed time - rolling three months - Minors	96% (Target 85%)	Target exceeded NB: Despite ongoing high performance, the Development Management team faces a number of external and internal challenges (including planning reforms, the need for a new IT / case management system, and the need to recruit more people into the profession).
CWB25	Percentage of planning applications determined within 8 weeks or agreed time - rolling three months - Others	93% (Target 85%)	Target exceeded A service transformation exercise is underway with the aim of delivering a new operating model during 22/23, supported with modernised systems and customer interface

4.2 Underperforming KPIs and related risks

The indicators presented below are reported by the service as currently under-performing against target levels by more than 5%. Detail on each KPI assessment can be found in the relevant directorate's section of the appendix.

Directorate KPIs		2021/22 Q4 position	Reason for under-performance	Mitigating actions to manage KPI performance
CORPORATE OBJECTIVE: Help residents get the skills they need to secure a good job				
CWB11	Number of Islington residents enrolled on an Adult & Community Learning Course	900 (Target 1,600 Autumn & Spring terms)	Target not met	<p>Enrolments are from August 2021, and this (900) is the cumulative number since that point in the academic year. The figure of 1,600 is the profiled target over the autumn and spring recruitment periods.</p> <p>Learner confidence is increasing, with numbers of enrolled learners above last year's but still below pre-pandemic levels. Spikes in cases of Corona and the emergence of Omicron have affected staff and learner confidence. This is similar to performance in other boroughs.</p> <p>Late-summer Family Learning provision (delivered in August 2021), which traditionally attracts large numbers of learners, resulted in enrolments but not as many as in previous years.</p> <p>One of the service's key venues, the Arsenal Learning Zone, has remained closed for the academic year. Moving enrolment events to the Community Centre has helped mitigate this but has not replaced it. NB other learning centres, including First Steps (at Central Library) and Islington Computer Centre (Finsbury Library) are open. However, having the Arsenal centre out of action has put a strain on the Vocational Curriculum, as much of the delivery took place here. Furthermore, the Arsenal Learning Centre is well-known in the community, so service had lots of drop ins.</p> <p>Fundamental review of targets and outcome measures is being undertaken in Q1 22/23 following the transfer of the function in CWB. It will in particular focus on understanding and responding the longer-term impacts of the pandemic on adult community learning. Retaining virtual learning where it works, but also focusing on relaunching f2f learning and outreach activity.</p> <p>The service has planned summer Family Learning opportunities with Bright Start. The offer is already more extensive than last year's and traditionally attracts large numbers.</p> <p>New Family Learning sessions in literacy and numeracy are due to begin at schools week commencing 10th May. New-to-ESOL face-to-face provision (4 classes) is beginning week commencing 10th May at Paradise Park. This was provision that was challenging to deliver online. Recent recruitment to a vacancy has allowed this provision to take place. This will increase the number of enrolments for Black, Asian and Ethnic minorities.</p> <p>The service has begun delivering discrete provision to engage with more residents with disabilities and long-term health conditions that will be delivered at Hillside Clubhouse, Light Project Pro International and with Islington Mind.</p> <p>The Marketing and Recruitment Manager has been included in the Community Wealth Building Outreach Strategy and working group. This has enabled the service</p>
CWB12	a) Parents of children aged 0-18	429 (Target 470 Autumn & Spring terms)	Target not met	
CWB13	b) Residents with disabilities/ long term health condition	208 (Target 360)	Target not met	
CWB14	c) Black, Asian and Ethnic Minorities	745 (Target 1,232 Autumn & Spring terms)	Target not met	

				<p>Whilst the alternative venues are picking up some of the demand, having this main centre back in action will help.</p>	<p>to identify key local partners who are not currently engaged and will result in increased enrolments of priority groups.</p> <p>New Digital Skills provision for the summer includes Essential Digital Skills, Introduction to Coding Using Scratch and Coding Essentials Using Scratch.</p> <p>The service has identified an internal training need, likely to be in English, Maths or ESOL, with colleagues from Public Realms. A suitable programme is being planned for this academic year.</p> <p>Work is underway to get the Arsenal Learning Zone back in use for the new Academic Year. Over the lockdown period, the occupancy agreement between Islington ACL and Arsenal expired. The AD has met with the manager of the Learning Zone and agreed some minor amendments to the agreement, which are currently being ratified by Arsenal's legal team. The service has been advised to plan for delivery in September 22.</p>
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4.3 PIs 'off track' at Q3 2021/22 that have since improved to 'on track'

None

4.4 PIs 'on track' at Q3 2021/22 that have since moved to 'off track'

ACL measures CWB11, 12 and 14 above were on track in Q3, but are now off track (CWB13 was off track in Q3). Latest data relates to Autumn and Spring terms. Data for the final Summer term will not be available until July but, based on current numbers, it is unlikely that targets for Academic Year 2021/22 will be met. See commentary above.

5. Key Performance Indicators

The table below presents the latest cumulative outturns available for each KPI for quarter 4 (January 2022 – March 2022). All KPIs are developed with a focus on residents.



Position at Q1- please colour font	<p>Target exceeded by 5% or more</p> <p>Target met or exceeded</p> <p>Target not met but within tolerance (5% unless otherwise agreed)</p> <p>Off target by more than 5%</p>	Movement since last quarter	<p>Better</p> <p>Stable</p> <p>Worse</p>	<p>↑</p> <p>→</p> <p>↓</p>	Target rationale	What is the rationale for the 21/22 target for this PI (e.g. London Average, meeting or exceeding performance last year, national target, MOPAC, etc)
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REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Na rrative (with mitigating actions for below target KPIs)
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CORPORATE OBJECTIVE: Reduce levels of long term unemployment and worklessness							
CWB1	<p>Number of Islington residents supported into paid work through Islington Working Partnership activity;</p> <p>With sub-targets for:</p>	1,651	1,000	<p>Employment targets align with manifesto commitment to support 4,000 residents into work in 2018-22, including sub-targets for cohorts.</p>	2,034	↑	<p>Strong performance has been sustained. The Islington Working partnership with council contractors, has far exceeded the year-end target of 1,000 and surpassed the manifesto commitment to support 4000 residents into paid employment over a 4 year period. This reflects the embodiment of the Islington Working partnership.</p> <p>Ingeus have been a key contributor to employment outcomes this year. They are responsible for delivering two Government initiatives in response to the Covid-19 pandemic - Job entry targeted support (JETS) and Restart - as well as being contracted via our partnership with Central London Forward to deliver the Work and Health Programme in the borough. Ingeus have delivered 1,179 (58%) of our total job outcomes in 2021/22.</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							NB: that this level of performance may not be sustainable once the government programmes end. JETS will cease to operate from April 23, whilst Restart and the Health and Work Programme will continue to take referrals until mid 2024. There is no announcement as yet around what, if anything, will replace these programmes, but we should expect a significant downturn in our figures from 2025 onwards - last outcomes will be reported June 2026.
CWB2	a) Parents of children aged 0-18	302	330	21/22 target: 330	361	↑	Outcomes for this cohort are particularly strong, again a testament to the achievements of all partners. Proportionally our in-house team, iWork, supports more parents into work (27% of total outcomes), compared to partners (18% of total outcomes)
CWB3	b) Young people aged 18-25	290	300	21/22 target: 300	339	↑	Outcomes for this cohort are particularly strong, above the profiled target and performance for the previous quarter. Again, the in-house service has supported a higher proportion of young people (29% of total results), compared to partners (17% of total results)
CWB4	c) Disabled people / those with long term health conditions	471	250	21/22 target: 250	513	↑	Outcomes for this cohort are particularly strong and here the wider partnership has had significantly more impact, with 29% of their outcomes being people with disabilities or long-term health conditions, compared to 9% of iWork clients. This reflects the specific objectives of the Health and Work programme, which has delivered 535 outcomes, of which 357 are job outcomes for disabled people or with a long-term health condition. Our iWork front door service will always refer eligible clients to the support this offers, as the funding includes significantly enhanced wrap around therapeutic services
CWB5	d) BAME	788	600	21/22 target: 600	1,044	↑	78% of our iWork job outcomes this year have been for people from Black, Asian and Minority Ethnic communities, significantly higher than the return from our partners, whose performance was 48%
CWB6	e) Council Contracted Suppliers	190	250	21/22 target: 250	253	↑	NB: this is provisional data. We are still awaiting returns from some council contracted suppliers. None of our care providers have yet submitted their returns. We expect to comfortably exceed the target

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
CWB7	Percentage of Islington residents supported into paid work through Islington Working Partnership activity who are still in work at 13 weeks	81%	50%	21/22 target: 50% Baseline year	86%	↑	Currently reporting is based on iWork job outcomes only. Of iWork outcomes, 304 had met the 13 week point. We were able to contact 189 of these (115 have not responded). Of these, 163 (86%) were still in employment (26 were no longer on work). NB: iWork contacts people up to three times to track outcomes. We are also working with partners to ensure they track sustained employment.
CWB8	Percentage of Islington residents supported into paid work through Islington Working Partnership activity who are still in work at 26 weeks	81%	50%	21/22 target: 50% Baseline year	84%	↑	Currently reporting is based on iWork job outcomes only. Of iWork outcomes, 215 had met the 26 week point. We were able to contact 113 of these (102 have not responded). Of these, 95 (84%) were still in employment (18 were no longer in work).
CORPORATE OBJECTIVE: Help residents get the skills they need to secure a good job							
CWB9	Number of Islington residents supported into apprenticeships with an external employer	46	30	21/22 target: 30	61	↑	In the first two quarters of 2021-22, apprenticeships continued to be impacted by sector shutdowns, which resulted in lower numbers of starts and delays to training. However, the position picked up from Quarter 3 and, during Quarter 4 we have continued to exceed targets. Performance has been strong this quarter with 61 apprentices placed against a profiled target of 30 . Most of the apprenticeships reported have been achieved by our iWork for Construction council team working closely with developers on our Section 106 sites and the council's own contractors. At least a third of apprenticeships achieved were delivered by our Islington working partnership which includes social care contractors and the Aspire Youth employment network.
CWB10	Number of Islington residents gaining apprenticeships with council contracted suppliers <i>NB: A subset of CWB9</i>	23	20	21/22 target: 20	31	↑	The vast majority of these are with construction contractors, working on new build or subject to Section 106 obligations. We continue to work closely with commissioners and contract managers to identify opportunities for apprenticeships in other contracts.
CWB11	Number of Islington residents enrolled on an Adult & Community Learning Course With sub-targets for:	601 (Autumn term 21/22)	1,600 (Autumn & Spring terms)	21/22 AY target: 2,000	900 (Autumn & Spring terms)	↓	ACL performance is measured in academic years and so latest data covers Autumn and Spring terms of 2021-22 academic year.

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
				Same target as previous academic year, agreed prior to the pandemic			An increased face-to-face presence at community and local venues with increased learner confidence have resulted in a greater number of enrolments as compared to this period last year. Partnership working with local organisations such as Islington Mind, Hillside Clubhouse and Light Project Pro International, as well as work with sibling services such as Libraries and Bright Start, mean that ACL is reaching those furthest away from employment. Approximately a third of the learners enrolled are enrolled on accredited courses, which will allow them to progress to further study and employment, a proportion that is likely to increase as the service enters the summer term. The service is carrying out a destination survey via an external company to identify the destinations of learners once they have completed ACL courses. The termly in-house learner survey has highlighted that there is a core of learners who wish to access employment support. ACL have amended wording to the questionnaire so that learners can give consent to being contacted by a member of the i-Work service so that these needs are fully met. In conjunction with Fashion Enter, the service identified a training gap in the offer at the affordable workspace, so has planned a L2 fashion course that will begin in the summer term.
CWB12	a) Parents of children aged 0-18	297 (Autumn term 21/22)	470 (Autumn & Spring terms)	21/22 AY target: 700 Proportionate to representation in the borough	429 (Autumn & Spring terms)		Family Learning provision i.e., aimed at parents and their children, or parents alone, has been planned for the summer term for the first time since the pandemic. Provision to aid with literacy and language development has been planned at Hungerford School and Ambler Children's Centre.
CWB13	b) Residents with disabilities/those with a long-term health condition	124 (Autumn term) 21/22	360 (Autumn & Spring terms)	21/22 AY target: 450 Proportionate to representation in the borough	208 (Autumn & Spring terms)		Continues to be below target. 24% of learners enrolled on face-to-face provision declare a learning difficulty or long-term health condition, compared to 16% of online learners. Face-to-face learning has suited the most vulnerable learners throughout the pandemic and this trend is continuing. We are working with partners, such as Islington Mind and Hilldrop, which will hopefully result in an increase in enrolments for this cohort.

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
CWB14	c) Black, Asian and Ethnic Minorities	507 (Autumn term 21/22)	1,232 (Autumn & Spring terms)	21/22 AY target: 1,540 Same target as previous academic year, agreed prior to the pandemic	745 (Autumn & Spring terms)	↓	<p>ACL's Marketing and Recruitment Manager is taking part in the wider Community Wealth Building Outreach Strategy, which will allow the service to align outreach with sibling services and provide targeted support for those most in need. At an operational level, the service continues to engage high levels of residents from diverse backgrounds, reflected in enrolments on all courses.</p> <p>In Autumn/Spring 2021-22 term, the Black, Asian and Minority ethnicity breakdown, collected as part of Challenging Inequalities strategy, shows:</p> <ul style="list-style-type: none"> - 242 learners of Black / Black British ethnicities, - 147 of Asian / Asian British, - 57 of Mixed ethnicities, - 101 of other minority ethnicities, and -183 from White ethnicity groups that are not White British. <p>The service has collected further breakdowns of the above ethnicity groups to monitor engagement in the community.</p>
CWB15	d) Residents engaging with online courses	281 (Autumn term 21/22)	320 (Autumn & Spring terms)	21/22 AY target: 400 Reduced target due to planned increase in face-to-face learning	427 (Autumn & Spring terms)	↑	<p>Full year target has been exceeded with one term still to go. Learner feedback has shown that there are areas of provision where online learning is preferable and face-to-face is preferable. In general, higher-level learners find the flexibility of online learning useful, whereas lower-level learners find face-to-face more conducive to learning. Curriculum areas have discussed how the curriculum intent has changed due to online learning and are rationalising this indicator.</p>
CORPORATE OBJECTIVE: Provide practical support to help residents cope with the cost of living							

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
CWB16	Number of Islington residents on Council Tax Support	25,619	28,517	21/22 target: 28,517 Takes into account likely growth due to pandemic and end of furlough	25,365 (snapshot 31 Mar 22)	↑	The direction of travel through 2020/21 was upwards for CTS numbers. In 2021/22 so far, the direction of travel is slowly down. This indicates an improvement in economic conditions, less people on benefits/low incomes, more people gaining employment. The end of the furlough scheme at the end of September and the removal of the additional UC allowance has not, as yet, led to an increase in households claiming CTS. All working age households in receipt of CTS in 20/21 & 21/22 have received a Hardship Fund rebate of up to £150 on their council tax bill. The council has agreed additional support in our CTS scheme for 22/23 to provide 95% support for working age CTS recipients. The government announced on 3/2/22, support with energy prices via council tax bills. All council tax bands A-D will receive a £150 payment for 22/23. The LA will receive a grant, amount to be confirmed, for a discretionary scheme to help vulnerable low-income households not in bands A-D or those not responsible for paying council tax.
CWB17	Total additional benefit income (£) secured for Islington residents through our Income Maximisation Team	£3,422,000	No target Baseline year	N/A baseline year	£5,064,000	↑	The amount includes additional new benefit income achieved by IMAX for the period April 21 - March 22, including any backdated benefit achieved.
CORPORATE OBJECTIVE: Promote an inclusive economy							
CWB18	Monetary value of social value derived through affordable workspace	£1,043,667	N/A No target	N/A baseline year	£1,240,474	↑	There are now four affordable workspaces up and running and, so far with three fully operational and delivering Social Value: <ul style="list-style-type: none"> • Space4/Outlandish: £843,900 (Space 4/Outlandish was able to overcome some of the challenges of the pandemic by offering activities/courses on-line.) • Fashion Enter: £230,866 (this is a retail space with training offered in person so was particularly impacted by the pandemic – but is now recovering.) • Better Space: £165,688

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							Collectively, the three workspaces have delivered £1.24m of social value since they opened with Fashion Enter and Space 4/Outlandish opening in 2019 and Better Space Opening in 2021. Town Square will be required to report on its Social Value Delivery in March 2023. There are more workspaces due to come online this year
CWB19	Assessment by businesses of impact/value added by Inclusive Economy & Jobs	N/A Annual indicator	Annual indicator	N/A baseline year	Awaiting results of survey	N/A New indicator	Measured by survey of local businesses – this is currently underway and will inform the target for 2022/23
CWB20	Number of London Living Wage entry level jobs delivered through the Islington Working Partnership	276	200	21/22 target: 200	417	N/A New indicator	This is a new measure, introduced from Q3 20/21. This year is therefore the first full year of data. Performance has been strong, and we have exceeded the year-end target. This summer will mark the first-year anniversary of Islington accreditation as a London Living Wage place. As part of this work we have continued to raise the need for a living wage with our town centre networks and with the employers who use our brokerage. The conversation is extending across our integrated care sector, and we have already found that some agencies who are not contractually obliged to pay the living wage are choosing to do so, to be able to compete in the local Labour market. Similarly, labour shortages arising from Brexit have seen increased wages in the jobs advertised on the portal by local retailers and hospitality venues
CWB21	Percentage of suppliers from overall supplier base who are local (i.e. Islington and neighbouring boroughs)	N/A New indicator	Annual indicator	N/A baseline year Figure for 2020/21: 32.1%	Annual Indicator: Awaiting data for 21/22	N/A New indicator	In 2020/21, 32.1% (901 out of 2,801) of suppliers with expenditure over £5k were local. This comprised <ul style="list-style-type: none"> • 25% (702 suppliers) based in Islington • 7.1% (199) based in neighbouring boroughs. This measure will be reported annually, rather than quarterly. This is because looking at quarterly data does not indicate an accurate pattern of spend. At the beginning of the year we pre-pay a number of local suppliers including those receiving grants, whereas suppliers are generally paid in arrears Full year data for 21/22 is currently being analysed and we will be in a position to report a baseline and targets for 22/23 by end Q1 22/23.

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
CWB22	Percentage of expenditure with local businesses	N/A New indicator	Annual indicator	N/A baseline year Figure for 2020/21: 30.8%	Annual Indicator: Awaiting data for 21/22	N/A New indicator	In 2020/21, 30.8% of expenditure over £5k was with local suppliers: <ul style="list-style-type: none"> • 24.5% with Islington based suppliers • 6.3% with neighbouring boroughs Full year data for 21/22 is currently being analysed and we will be in a position to report a baseline and targets for 22/23 by end Q1 22/23.
CORPORATE OBJECTIVE: Ensure development is well planned							
CWB23	Percentage of planning applications determined within 13 weeks or agreed time - rolling three months – Majors	100%	90%	21/22 target: 90% Maintain high performance	100%	→	10 Major apps were received and 6 decided within Q4. These are complex applications requiring legal agreements to be finalised which delays the determination of the applications.
CWB24	Percentage of planning applications determined within 8 weeks or agreed time - rolling three months – Minors	97%	85%	21/22 target: 85% Maintain high performance	96%	→	223 minor applications received and 184 determined in Q4. More applications were received than applications determined during this quarter. Performance continues to exceed targets.
CWB25	Percentage of planning applications determined within 8 weeks or agreed time - rolling three months – Others	90%	85%	21/22 target: 85% Maintain high performance	93%	↑	237 applications received and 200 applications determined in Q4. More applications were received than applications determined during this quarter. Performance continues to exceed targets
CWB26	a) S106 / CIL income received	£12,203,423	N/A	No target set as income is determined on schemes progressing	£12,293,518	N/A	The largest S106 payment in Q4 was a carbon offset contribution of £192,101.53 received from the Andover Estate development. The largest CIL payment for Q4 was an instalment payment of £29,942.93 from 5 - 13 Vale Royal.
CWB27	b) S106 / CIL income secured or negotiated	£11,238,058	N/A	No target set as income is determined on schemes progressing	£12,653,422	N/A	In Q4 there were 3 new planning applications with S106 liabilities. The largest S106 payment secured was an affordable housing contribution of £350,000.00 for a proposed development at Parkhurst Court, Walters Road. These funds will only be secured if and when the developments commence.

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Na rrative (with mitigating actions for below target KPIs)
							During Q4 a total of 15 liability notices were issued. The largest was £628,280.58 for the development at Hathersage Court. NB: funding can only be secured following commencement of the development.

Q4 Corporate Performance Report: **Environment**

1. Summary of Environment Function

The Environment Department delivers services through three divisions:

Climate Change and Transport

Transport, Traffic, Highways, Energy and Net Zero Carbon

Environment and Commercial Operations

Street Operations (cleansing, refuse and recycling), Parking, Greenspace and Leisure, Fleet Management and Community Transport

Public Protection

Regulatory and Registration, Environment and ASB Enforcement, Cemeteries.

There is also a central **Business Improvement and Performance Team**.

2. Covid Impacts

Positive impact on Council CO2 emissions:

Both buildings and fleet CO2 emissions have been positively impacted by Covid and related lockdowns over the last 2 years, the former by actual buildings closure or restricted use, the latter by reductions in activity and in particular early on across community transport services.

Negative impact on Leisure visits:

Recurrent lockdowns and the closure of Council leisure facilities has severely impacted leisure visits and related activity levels, though we have been building back strongly. We usually see a little over 2 million visits a year to our Leisure centres but across 20/21 this was down to just three hundred thousand. Across 21/22, visitor numbers have increased to 1.3 million though the resurgence of Omicron impacted December and January visitor numbers.

Other impacts

Successive lockdowns created significantly increased demand for our SHINE services, with fuel poor residents having experienced loss of income through being furloughed or having hours reduced, alongside increased energy usage from being at home more often than usual. This increased demand has been continuing across 21/22. Both the EVCP and Cycle Storage programmes were impacted by supplier availability, though we managed to substantially make up for these delays as indicated below.

Covid has also significantly impacted our regulatory and registration services as activities with face to face or indoor interactions ceased or were constrained and staff were used to manage covid legislation and restrictions. This has meant that key services such as food inspections, property licensing and registrars faced backlogs of work once restrictions began to be lifted in 2021.

3. Approach to KPI selection

Recycling, waste collection efficiency and street cleanliness are key high-profile frontline services that are a priority for residents and Members alike. The provision of more Electric Vehicle Charge Points (EVCPs) and

Cycle Parking facilities were explicit manifesto commitments and support the council's zero carbon ambitions, Air Quality Strategy and our Transport Strategy.

Measuring progress with reducing the council's own carbon footprint of both our buildings and our transport fleet are also key to our ambitious zero carbon commitments and also support improving local air quality.

Monitoring and analysing trends in leisure visits is central to improving resident activity levels whilst the SHINE programme actively supports vulnerable resident with respect to fuel poverty and the cost of living. Lastly, ensuring the delivery of the food inspection programme helps keep visitors and residents safe as well as reassured.

4. Key Performance Indicators for attention

4.1 Overachieving KPIs

The service reports indicators below as currently exceeding target levels by more than 5%. The relevant directorate's section of the appendix details each KPI assessment.

Directorate KPIs		2021/22 Q4 position	Director commentary
Directorate Indicator			
1	Carbon emissions from council transport (tonnes)	2,396 tonnes (21/22 target: 2,805)	Target exceeded This is the final 21/22 figure and is 15% ahead of target and stable with respect to the 20/21 at the peak of lockdown, supported by the ongoing electrification of the fleet.
Directorate Indicator			
2	Carbon emissions for operational council buildings (tonnes) (reported a quarter in arrears)	1,375 tonnes in Q1-Q3 (Profiled target: 1,765)	Target exceeded YTD emissions are 22% lower than profiled target and half of what they were in first 9 month of 20/21, mainly on account of Green Electricity tariffs and under-occupation of Council buildings. 1,375 tonnes breaks down as 1,256 tonnes from gas usage and 119 tonnes from electricity usage.

Directorate Indicator			
3	Number of visits to our leisure centres	1,297,695 (21/22 target: 1,230,806)	Target exceeded This is the end of year total for leisure visits, 5% ahead of the 21/22 target. Visits in the first half of the year were significantly stronger than anticipated though some levelling off in the autumn and Omicron has impacted Q4 which was lower than the profiled target, though now building back again strongly
4	Number of SHINE referrals (unique households)	3,233 (21/22 target 2,500)	Target exceeded The 21/22 total is 29% ahead of target and 3% ahead of 20/21 due to unexpectedly strong continuation of lockdown demand and Warm Home Discount. Number in Q4 dipped as a result of lengthy enquiries about the price cap crisis. The ratio of overall interventions to referrals in 21/22 was 3.8, well up on the previous year's average of 3.2.
5	Litter - Local Cleanliness Surveys - % of sites satisfactory	98.3% (Target: 94%)	Target exceeded Errors discovered in previously reported data and formula so outturns now amended. Q4 at 98.3% makes 21/22 as a whole 96.6% compared to 93.5% in 20/21. Improvements attributed to return of individual sweepers to their substantive rounds.

Directorate Indicator				
6	Detritus - Local Cleanliness Surveys - % of sites satisfactory	96.9% (Target: 92%)	Target exceeded	Errors discovered in previously reported data and formula so outturns now amended. Q4 at 96.9% makes 21/22 as a whole 92.4% compared to 91.1% in 20/21. Improvement due to use of local land use data to target interventions on residential streets and return of individual sweepers to their substantive rounds.

Directorate Indicator				
7	Graffiti - Local Cleanliness Surveys - % of sites satisfactory	99.6% (Target: 97%)	Target exceeded	Errors discovered in previously reported data and formula so outturns now amended. Q4 at 99.6% makes 21/22 as a whole 99.0% compared to 94.9% in 20/21. This improvement is due to a fully resourced team and being more proactive in removing graffiti from third party infrastructure.

Directorate Indicator				
8	Flyposting - Local Cleanliness Surveys - % of sites satisfactory	99.7% (Target: 98%)	Target exceeded	Errors discovered in previously reported data and formula so outturns now amended. Q4 at 99.7% makes 21/22 as a whole 99.2% compared to 98.5% in 20/21.

Directorate Indicator				
9	Number of missed waste collections - domestic and commercial (monthly average)	254 (Target: 290)	Target exceeded	This is the Q4 average, with 21/22 overall averaged 262pcm, ahead of both the target and the average last year of 289, so showing steady improvement.

4.2 Underperforming KPIs and related risks

The service reports indicators below as under-performing against target levels by more than 5%. The relevant directorate's section of the appendix details each KPI assessment.

Directorate KPIs	2021/22 Q4 position	Reason for under-performance	Mitigating actions to manage KPI performance
1 Recycling rate (quarter in arrears)	29.3% (Q1-Q3) (Target: 32%)	Target not met	This is the Q1-Q3 year to date figure but includes anomalous Q2 tonnages which will be adjusted in due course in Q4 to show a stronger end of year position. 20/21 as a whole was 31.3% and we maintained the league table 4 th position for Inner London boroughs
2 Number of New Electric Vehicle Charging Points across the borough*	336 (21/22 target: 400)	Target not met	Although we added a further 52 across 21/22, we remain 64 short of the four year target due to a variety of factors. TfL halted their rapid charging programme, suppliers site assessments were delayed because of Covid affecting staff, and some delays were caused by a change to the electrical regulations which regulate the installation of charge points on lamp columns. In Q4, there have also been errors on the consultation process which needs to be re-run.

4.3 PIs 'off track' at Q3 2021/22 that have since improved to 'on track'

Directorate KPIs	Quarter 3 2021/22 position	Quarter 4 2021/22 position	Director commentary
1 Number of secure Cycle Parking facilities on streets*	285 (Profiled target 324)	400 (Target: 400)	After installing 115 in Q4 alone, we just hit the 400 target by year end. Each can house six bicycles, giving a total capacity of 2,400.
2 Detritus - Local Environmental Quality Surveys % of sites satisfactory	87.4% (target 92%)	96.9%	Amended quarterly results, as above. Much improved over Q3 and well ahead of target in Q4, with 21/22 as a whole coming in at 92.4%. Better targeting of residential streets and individual sweepers returning to their substantive rounds has enabled better attention to detail.

5. Key Performance Indicators

The table below presents the latest outturns available for each KPI for quarter 4 (January 2022 – March 2022). All KPIs have a focus on residents.

Position at Q3 please colour font	<p>Target exceeded by 5% or more</p> <p>Target met or exceeded</p> <p>Target not met but within tolerance (5% unless otherwise agreed)</p> <p>Off target by more than 5%</p>	Movement since last quarter	<p>Better</p> <p>Stable</p> <p>Worse</p>	<p>↑</p> <p>→</p> <p>↓</p>	Target rationale	What is the rationale for the 21/22 target for this PI (e.g. London Average, meeting or exceeding performance last year, national target, MOPAC, etc)
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REF	Key performance indicator	Q3 2021/22 position	2021/22 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
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Keep the streets clean and promote recycling							
E1	Percentage of household waste recycled and composted (reported a quarter in arrears)	31.3% (20/21)	32%	RRC target is 33% by 22/23	29.3% (Q1-Q3)	→	<p>This is the Q1-Q3 year to date figure but includes anomalous Q2 tonnages which will be adjusted in due course in Q4 to show a stronger end of year position. 20/21 as a whole was 31.3% and we maintained the league table 4th position for Inner London boroughs.</p> <p>Actions are ongoing communications campaign, expansion of food waste recycling service to remaining purpose built blocks of flats and Islington's first 'Library of Things' in Finsbury Park. Longer term post-pandemic trend remains unclear.</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
E6	Litter – Cleanliness Surveys - % of sites satisfactory	94.9%	94.0%	Same target as last year, well above London average	98.3%	↑	Amended quarterly results, as above. Well ahead of target with 21/22 coming in at 96.6% compared to 93.5% across 20/21, itself much stronger than the 89.9% in 19/20. Individual sweepers have returned to their substantive rounds to enable better and more focused attention to local detail.
E7	Detritus - Local Environmental Quality Surveys % of sites satisfactory	87.4%	92.0%	Same target as last year, well above London average	96.9%	↑	Amended quarterly results, as above. Much improved and well ahead of target in Q4 with 21/22 as a whole coming in at 92.4% compared to 91.1% across 20/21 and 93.5% in 19/20. Better targeting of residential streets and individual sweepers returning to their substantive rounds has enabled better attention to detail.
E8	Graffiti - Local Environmental Quality Surveys % of sites satisfactory	99.4%	97.0%	Same target as last year, well above London average	99.6%	→	Amended quarterly results, as above. Staying well ahead of target with 21/22 as a whole coming in at 99.0%, very much improved on the 94.9% in 20/21. The improvement is due to a fully resourced team and better use of local data and being more proactive in removing graffiti from third party infrastructure.
E9	Flyposting - Local Environmental Quality Surveys % of sites satisfactory	99.7%	98.0%	Same target as last year, well above London average	99.7%	→	Amended quarterly results, as above. Remaining well ahead of target with 21/22 as a whole coming in at 99.2% compared to 98.5% for the previous year.
E11	Number of missed waste collections - domestic and commercial (monthly average)	278	290	5% reduction on 20/21 target	254	↑	This is the Q4 average, with 21/22 overall averaged 262pcm, ahead of both the target and the average last year of 289, so showing steady improvement. The overall positive trend is considered to be mainly as a result of stabilisation of staffing levels, though the shortage of LGV drivers continues to be challenging.
Make it easier and safer for people to travel through the borough and beyond							

REF	Key performance indicator	Q3 2021/22 position	2021/22 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
E2	Number of secure cycle parking facilities on streets	240	400	4 year manifesto commitment	401	↑	We just hit the 400 target by managing to install 179 such facilities across the year, the vast majority in Q4. Each can house six bicycles, giving a total capacity of 2,406.
E3	Number of new electric vehicle charging points across the borough	285	400	4 year manifesto commitment	336	↑	We end the year 64 short of target, with a carry forward of programme delays from 20/21 with removal of some in Q1 due to electrical supply issues, though 51 added in Q4. Updated programme is to now reach 360 by the end of April and the remaining 40 by August.
Take positive action to combat climate change through reducing our carbon emissions							
E4	Carbon emissions for operational council buildings (tonnes) (reported a quarter in arrears)	2,763 (Q1-Q3 20/21)	1,765 (Q1-Q3)	20/21 target was based on grid decarbonisation only. 21/22 target on green electricity tariffs	1,375 (Q1-Q3)	↑	YTD emissions are 22% lower than profiled target and half of what they were in first nine months of 20/21, mainly on account of Green Electricity tariffs, under-occupation of Council buildings and some adjustment to previously overestimated gas bills. 1,375 tonnes breaks down as 1,256 tonnes from gas usage and 119 tonnes from electricity usage.
E5	Carbon emissions from council transport (tonnes)	2,415 (20/21)	2,805	2.8% reduction on 19/20 baseline	2,396	↑	The 21/22 outturn is 15% ahead of target and marginally better than the previous year which was at the height of lockdown, especially in relation to Community Transport.
Make sure residents have access to high quality parks, leisure facilities and cultural opportunities							
E10	Number of visits to our leisure centres	917,710	1,230,806	21/22 annual targets set at 58.3% of 20/21 targets and contingent on no further lockdown	1,297,695	↑	The 21/22 total visitor numbers is 5% ahead of target, the monthly profile showing strong growth April through to June and then Omicron impacts particularly in December and January. Since then, numbers have resumed growing month on month.
Keep consumers informed and safe							

REF	Key performance indicator	Q3 2021/22 position	2021/22 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
E12	Food inspection programmes - % completed	50%	95%	Achieve 95% of programme by year end	100%	↑	Programme has caught up on IT delays earlier in the year and overshot the target by 5% points to 100% completion.
Provide practical support to help residents cope with the cost of living							
E13	Number of SHINE referrals (unique households)	2,885	2,500	2,500 annual target published in Challenging Inequality Strategy	3,233	↑	The 21/22 total is 29% ahead of target and 3% ahead of 20/21 due to unexpectedly strong continuation of lockdown demand and Warm Home Discount. Number in Q4 dipped as a result of lengthy enquiries about the price cap crisis. The ratio of overall interventions to referrals in 21/22 was 3.8, well up on the previous year's average of 3.2.

Q4 Corporate Performance Report: **Fairer Together**

1. Summary of Fairer Together

Through the Fairer Together Directorate, the Council provides and secures a coordinated, high quality all age early intervention and prevention offer that wraps services around local people, families and communities.

We're part of a wider partnership that brings together a range of public sector and community organisations across Islington to identify and create opportunities for greater integration and embed a joint approach to meeting the needs of local people – the Fairer Together Partnership.

As well as delivering on and supporting the wider partnership, the Fairer Together Directorate directly provides services which help to support local children, families and communities:

- Early Intervention & Prevention
- Resident Experience
- Fairness and Equality

2. Covid Impacts

Make sure young children get the best start

Takeup has increased since the last quarterly report and at between 71% - 72% is higher than pre-pandemic levels. Good quality early years education at aged 2 has long-term positive impacts on children's educational outcomes. Securing take up from a greater percentage of families whose children are eligible remains a priority.

There is a requirement for all schools and settings to complete the new, revised Early Years Foundation Stage Profile (EYFSP) this summer. There are significant changes to the assessment, which will mean that this year's dataset cannot be compared with previous years. In addition, external moderation is no longer statutory, although moderation activities are being offered by the Early Years Service to support consistency of judgements across the borough. Last year's data was submitted on a voluntary basis and cannot be published, but nevertheless demonstrated a significant drop in the number of children achieving a good level of development at the end of Reception, indicating that the pandemic restrictions and the number of months of lost learning have had a significant negative impact on early years outcomes, in particular for the most vulnerable. We will use this year's EYFSP as a tentative new baseline for the rate of Islington children achieving a good level of development at aged 5.

Data provided in the recently published Bright Start profiles shows the significant impact of Covid on our youngest children and their families, in particular in the areas of mental health and in the three prime areas of speech, language and communication, physical development, and social and emotional development. It is clear that the impacts have not been felt equally across different communities. This year we will be responding to and addressing the growing inequalities for the youngest children and their families through a renewed focus on access, targeted outreach and engagement to ensure early intervention and prevention services and activities reach those families with most to gain.

Help residents to feel socially active and connected to their community/support people to lead healthy lives

We know that as a result of the pandemic some people felt more isolated and less connected with their communities. For many this has now started to return to normal but for some there remains anxiety about re-engaging with the community and for others confidence is diminished and more support is needed to establish

new links or re-engage. Our more joined up community offer, with improved access to connecting services is intended to support individuals with re-accessing the community as well as meeting a range of other social and welfare needs. Social isolation can have a long-term impact on health and well-being, so it is vital that this work supports our residents to have more connected lives.

Central Point of Access

We have been working very closely with key Voluntary and Community Services (VCS) provider organisations to provide greater exposure to the support on offer and greater collaboration between organisations so access to that support improves. Three providers (Age UK Islington, Help on Your Doorstep, and Manor Gardens) now regularly work together have developed a shared triage process which can facilitate referrals into the most appropriate, rather than the first referred, to VCS service.

This has developed into a Central Point of Access which is to be formally launched in May 2022. This will be a shared professional referral point and joint triage and allocation service. Any professional across Adult Social Care, Access Islington, GP practices, and the Mental Health Trust refer people to this Central Point, either for Early Intervention support or an adjunct to statutory support. There remain numerous access points for residents who may prefer a drop-in, telephone or other community access point, and are able to self-refer or engage through community outreach. A full comms and engagement piece to raise awareness across health and social care professionals, will follow the formal launch. The services also continue to raise their profile with local community groups and neighbourhoods.

Find Your Islington

The Council hosts an Islington wide service directory of over 1000 services aimed at residents and segmented into Children and Families, Health and Care, Community Services, Youth support and SEND services. During the last year the Directory has been under significant development to improve the look, feel and functionality of the Directory. Improving such aspects as mobile technology functionality, meeting accessibility standards for those with disabilities, mapping and locator functions. We also moved to including more up to date icons and photographs and rebranding as Find Your Islington. There has been a soft launch in May with a view to a formal launch in July.

Continuing to be a well run Council

In addition to continuing to offer the normal Access Islington telephony service throughout the pandemic, the service has also had to provide resource to manage the We Are Islington service, which has remained operational 7 days a week since its launch on 23 March 2020 and has so far dealt with over 26,000 contacts as well as supporting the Test and Trace programme.

The Customer Centre at 222 has also been closed except for emergency appointments since March last year. This has resulted in more residents choosing to use online/self serve options, presenting us the opportunity to think differently about how face to face services are organised in the future. The Customer Centre reopened on 25 April 2022 and we are monitoring and measuring the impact of telephone and face to face demand.

We are also in the process of transitioning the WAI service into a business as usual activity within the Access Islington Service – with the service ready to stand up as necessary within 24 hours should there be any further Covid developments.

3. Approach to KPI selection (reason for selected KPIs)

These indicators are part of a much broader approach across Fairer Together to monitor outputs and outcomes and quality assure our work.

Make sure young children get the best start

FT1: 2 year old take-up. This measure allows for comparison with other areas, with scorecards issued termly by DfE in relation to the previous term. Increasing take-up of statutory free early learning entitlements by disadvantaged 2 year olds is at the core of our strategic approach to addressing social, developmental and educational inequalities in the early years.

FT4: Early help assessments. This measure allows us to make comparisons with other areas. This information is collected quarterly as part of the London Innovation and Improvement Alliance quarterly collections, so comparator data is available with a time lag of one quarter. Targets are not set for this measure as increases/decreases are not necessarily positive or negative, but need to be contextualised locally.

Help residents to feel socially active and connected to their community/support people to lead healthy lives

FT6-9: These indicators relate to the Bright Lives coaching and connecting Alliance offers, currently in development. They have been added for information only in the report. As we progress with the development of new service provision and delivery approaches we will report on the additional indicators. The coaching offer is expected to be fully operational in Autumn 2022, with the commissioning connecting offer operational by April 2023.

FT10: Satisfaction with Bright Islington services: this is the first time we are reporting on this measure.

Continuing to be a well-run Council

FT14-16: These indicators relate to our residents contact with Access Islington and provides insight to the reasons for contact and their satisfaction. This enables us to build on development to increase the number of residents self-serving, which in turn enables us to provide additional support to residents with more complex requirements and signpost them across the Council.

Harnessing technology for benefit of residents and staff /help residents to live independently

FT17: This indicator relates to the work being undertaken as part of our Resident Experience Transformation programme, which will enable the majority of our residents who usually call Access Islington to self-serve 24/7. This in turn will enable us to develop our service and provide additional support to residents with more complex requirements.

4. Key Performance Indicators for attention

4.1 Overachieving KPIs

The service reports indicators below as currently exceeding target levels by more than 5%. The relevant directorate's section of the appendix details each KPI assessment.

Directorate KPIs	2021/22 Q4 position	Director commentary
<p>Directorate Indicator</p> <p>FT1 Percentage of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after, families who have No Recourse to Public Funds (NRPF)</p>	<p>72% (Target 66%)</p>	<p>Target exceeded</p> <p>The Department of Education have now published figures for all local authorities for Autumn 2021. The Islington figure was revised up slightly from the 70% we had expected to 72%. Our target is based on the Inner London average and Islington was six percentage points above this target.</p> <p>Increasing the take up of free early education entitlements is a priority area both for the early years and childcare service and our Whittington Health and other multi-agency colleagues across Bright Start. It is also a 12-month priority within the Education Strategy. A multi-agency strategic group oversees work across three key strands identified through self-assessment as areas where we could have the highest impact on take up.</p>

Directorate KPIs

2021/22 Q4 position

Director commentary

The eligible cohort changes termly as children turn 3 meaning that our efforts to increase take up need to be sustained each term. Last year saw a 9% reduction in take up between the Autumn 20 and Spring 21 terms. This year despite the winter Omicron outbreak the numbers have remained steady between Autumn 21 and Spring 22; the provisional Spring 2022 figure is 71% (596 out of 834 eligible children in a funded place) although the DfE scorecard is not yet available and this is subject to revision. We are also seeing a reduction in the overall eligible cohort over time which makes comparisons more challenging. One parent who took up the offer said: *'I was terrified to let my baby go, but he was able to socialise with other children, helped separation from me and him, gave me time for myself. He learnt so much more and was so much more ready to start school.'*

4.2 Underperforming KPIs and related risks

The service reports indicators below as under-performing against target levels by more than 5%. The relevant directorate’s section of the appendix details each KPI assessment.

Directorate KPIs	2021/22 Q4 position	Reason for under-performance	Mitigating actions to manage KPI performance																																																
FT15 Number of telephone calls offered through Access Islington Call Centre	409,918 cum	<p>Target not met</p> <p>The figures show that we received more calls compared to the previous year. There were a number of reasons for this, including issues with legacy IT systems overdue for replacement that affected the web and online payments – pushing residents to the phone and increasing call volumes and handling times between April and August 2021.</p> <p>Other factors including the need to resource the We Are Islington and Test and Trace services led to longer call handling times and higher abandonment, but also increased call volumes.</p> <p>It must also be noted the Customer Centre closed in March 2020 which drove additional call volume</p>	<p>To address these issues, we have been working closely with IDS to address and reduce the impact of the issues caused by our legacy IT systems and brought in additional resource to bolster the WAI and Test and Trace services releasing staff back to their normal duties</p> <p>As an indication of the improvements seen, calls have reduced from 40,204 in March 2021 to 35,736 in March 2022.</p> <p>This trend has continued into April 2022, with almost 7,300 fewer calls than the same month the previous year.</p> <table border="1"> <tr> <td>Apr 20</td><td>30,248</td> <td>Apr 21</td><td>38,927</td> </tr> <tr> <td>May 20</td><td>25,037</td> <td>May 21</td><td>32,454</td> </tr> <tr> <td>Jun 20</td><td>31,275</td> <td>Jun 21</td><td>41,790</td> </tr> <tr> <td>Jul 20</td><td>33,533</td> <td>Jul 21</td><td>39,878</td> </tr> <tr> <td>Aug 20</td><td>33,801</td> <td>Aug 21</td><td>35,150</td> </tr> <tr> <td>Sep 20</td><td>39,947</td> <td>Sep 21</td><td>36,727</td> </tr> <tr> <td>Oct 20</td><td>35,105</td> <td>Oct 21</td><td>32,409</td> </tr> <tr> <td>Nov 20</td><td>32,782</td> <td>Nov 21</td><td>32,206</td> </tr> <tr> <td>Dec 20</td><td>27,117</td> <td>Dec 21</td><td>26,357</td> </tr> <tr> <td>Jan 21</td><td>30,503</td> <td>Jan 22</td><td>28,752</td> </tr> <tr> <td>Feb 21</td><td>29,186</td> <td>Feb 22</td><td>29,532</td> </tr> <tr> <td>Mar 21</td><td>40,204</td> <td>Mar 22</td><td>35,736</td> </tr> </table>	Apr 20	30,248	Apr 21	38,927	May 20	25,037	May 21	32,454	Jun 20	31,275	Jun 21	41,790	Jul 20	33,533	Jul 21	39,878	Aug 20	33,801	Aug 21	35,150	Sep 20	39,947	Sep 21	36,727	Oct 20	35,105	Oct 21	32,409	Nov 20	32,782	Nov 21	32,206	Dec 20	27,117	Dec 21	26,357	Jan 21	30,503	Jan 22	28,752	Feb 21	29,186	Feb 22	29,532	Mar 21	40,204	Mar 22	35,736
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FT16	Number of telephone calls answered by Access Islington Call Centre	72% (Target 85%)	Target not met	<p>The Q4 performance figures show that 72% of calls were answered against the target of 85%. This increased from 69% in Q3. Whilst prior to Covid, we were consistently achieving or exceeding this target, since the beginning of the Covid pandemic, performance dropped significantly, with abandonment more than doubling compared to pre-Covid levels.</p> <p>This was for the same reasons mentioned above - IT issues and the impact of Covid on staffing and resources.</p>	<p>The work to address this has already resulted in significant reductions in call average handling times, after call work and average speed to answer, all of which has meant more calls have been able to be answered.</p> <p>As an indication of the improvements seen, average handling times has reduced from 7 mins 30 in August 2021, to just 5mins 28 secs, despite ongoing IT issues. Similarly, abandonment for March 2022 stands at 14.53% compared to 42.22% in August 2021.</p> <table border="0"> <tr> <td>Apr 20</td><td>21,471</td> <td>Apr 21</td><td>25,836</td> </tr> <tr> <td>May 20</td><td>22,218</td> <td>May 21</td><td>23,725</td> </tr> <tr> <td>Jun 20</td><td>28,872</td> <td>Jun 21</td><td>27,670</td> </tr> <tr> <td>Jul 20</td><td>28,835</td> <td>Jul 21</td><td>24,575</td> </tr> <tr> <td>Aug 20</td><td>24,778</td> <td>Aug 21</td><td>20,308</td> </tr> <tr> <td>Sep 20</td><td>29,154</td> <td>Sep 21</td><td>21,377</td> </tr> <tr> <td>Oct 20</td><td>27,246</td> <td>Oct 21</td><td>23,795</td> </tr> <tr> <td>Nov 20</td><td>27,195</td> <td>Nov 21</td><td>25,754</td> </tr> <tr> <td>Dec 20</td><td>23,106</td> <td>Dec 21</td><td>22,294</td> </tr> <tr> <td>Jan 21</td><td>24,640</td> <td>Jan 22</td><td>24,989</td> </tr> <tr> <td>Feb 21</td><td>23,609</td> <td>Feb 22</td><td>24,497</td> </tr> <tr> <td>Mar 21</td><td>31,447</td> <td>Mar 22</td><td>30,514</td> </tr> </table>	Apr 20	21,471	Apr 21	25,836	May 20	22,218	May 21	23,725	Jun 20	28,872	Jun 21	27,670	Jul 20	28,835	Jul 21	24,575	Aug 20	24,778	Aug 21	20,308	Sep 20	29,154	Sep 21	21,377	Oct 20	27,246	Oct 21	23,795	Nov 20	27,195	Nov 21	25,754	Dec 20	23,106	Dec 21	22,294	Jan 21	24,640	Jan 22	24,989	Feb 21	23,609	Feb 22	24,497	Mar 21	31,447	Mar 22	30,514
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4.3 PIs 'on track' at Q3 2021/22 that have since moved to 'off track'

Directorate KPIs	Quarter 3 2021/22 position	Quarter 4 2021/22 position	Director commentary
	Target met	Target not met	

5. Key Performance Indicators

The table below presents the latest cumulative outturns available for each KPI for quarter 4 (January 2022 – March 2022). All KPIs have a focus on residents.

Position at Q4- please colour font	<p>Target exceeded by 5% or more</p> <p>Target met or exceeded</p> <p>Target not met but within tolerance (5% unless otherwise agreed)</p> <p>Off target by more than 5%</p>	Movement since last quarter	<p>Better</p> <p>Stable</p> <p>Worse</p>	<p>↑</p> <p>→</p> <p>↓</p>	Target rationale	What is the rationale for the 21/22 target for this PI (e.g. London Average, meeting or exceeding performance last year, national target, MOPAC, etc)
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REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Na narrative (with mitigating actions for below target KPIs)
Make sure young children get the best start							
FT1	Percentage of 2 year old places taken up by low income families, children with Special Educational Needs or Disabilities (SEND) or who are looked after, families who have No Recourse to Public Funds (NRPF)	64% (Summer 20/21)	66% (Autumn 21/22)	At or better than the Inner London average	72% (Autumn 21/22)	↑	Although we are sustaining improvements in this measure and are outperforming our inner London neighbours, we continue to focus our efforts on reaching eligible families not taking up the 2YO offer which is a key part of our approach to tackling inequality and improving outcomes in the early years.
FT2	Children's outcomes at age 5: % children achieving a good level of development	During the course of the pandemic, the requirement to complete these assessments has been waived. Whilst we received information from some schools and early years settings on a voluntary basis in summer 2021, it does not cover all children. It is therefore inappropriate to provide a headline figures from this partial dataset. However, the data did show a significant decrease in children achieving a good level of development, demonstrating the continued effects of the pandemic and the interruption or loss of early education provision for many children. This year there will be a requirement for schools and settings to complete the revised Early Years Foundation Stage Profile (EYFSP), and despite there being no requirement for external moderation several schools have already requested support from the Early Years Service in moderating their judgements to ensure an accurate and consistent dataset. Although it will not be comparable with previous years, we are proposing to retain the EYFSP as a corporate indicator given that it is our sole population-level measure of children's outcomes at age 5. This year's profile data will give us a new, albeit tentative, baseline and enable us to continue to monitor the impact of the pandemic on children's outcomes, including through analysing trends for specific groups of children compared to their peers.					

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
FT3	No. & % of eligible CYP 5-16 taking part in the holiday activity and food programme	37% (Summer HAF)	30%		12% (Winter HAF)		<p>1,314 children accessed face to face or remote Winter Holiday Activity & Food (HAF) provision. 922 of these unique children were eligible under the national benefits-related Free School Meals (FSM) criteria, representing 12% of the 7,642 FSM-eligible resident children (Reception to Year 11) attending Islington schools. An additional 54 children eligible under broadened local criteria (children with a social worker, family support worker, or Education Health and Care Plan (EHCP)) also accessed the winter offer.</p> <p>In previous years there has been very limited provision for children and young people during the Christmas school holidays. This was the first time a HAF offer was in place for Winter. In the planning stages for Winter HAF our providers were collectively expected to offer 2300 places which at full takeup would have enabled us to reach 30% of the eligible cohort. Providers engaged well and were willing to develop an offer for HAF eligible families and the wider community. The Omicron outbreak caused significant disruption including staffing pressures for many providers - several of whom had to cancel either fully or partially as a result. Take up was lower than expected in many cases. A visit from the Children's Commissioner was also cancelled and will be rescheduled for Summer 2022.</p> <p>Despite the challenges, children and young people enjoyed a wide range of activities and the contingency plans in place meant that food could be redistributed and vouchers offered in the event of changes to the planned programme, and a remote offer was available for families.</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							Having delivered one full year of HAF we propose to use 21/22 takeup figures as a baseline from which to set ambitious, differentiated targets for the three delivery periods this year.
FT4	Number of children being supported through our Bright Islington family support offer – rate of assessments per 10,000	889	n/a	Not applicable for a target – an increase could relate to higher levels of need, rather than just improvements in engagement with families	993	↑	<p>Overall, there were 993 Early Help assessments completed per 10,000 under 18s in Q4 2021/22, an increase from 889 per 10,000 in Q3 2020/21 and a decrease from 1033 per 10,000 in Q2 2021/22.</p> <p>Islington has by far the highest rate of early help assessments in London, with the Q3 rate of 889 per 10,000 for Islington significantly higher than the London average of 199. Some of this difference may reflect the different configurations of early help services in different areas.</p> <p>The direction of travel arrow has not been coloured as the movement from Q3 to Q4 may reflect changes in the level of need in the community rather than a change in the level of engagement our services were able to make with families.</p> <p>The total number of early help assessments completed in Q1-Q4 21/22 is 786 compared with 347 in the same period 20/21.</p> <p>The previous quarter showed families' circumstances getting worse for 'social networks'. This has been turned around this quarter and now outcomes' data shows families are making progress in this domain. Progress to work is still in the bottom 3 areas that families struggle</p>

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							to make much improvement in, but they are now improving (rather than regressing) in this area.
Help residents to feel socially active and connected to their community/support people to lead healthy lives							
FT6	Number of adults being supported through our Bright Islington coaching offer	n/a	n/a	n/a	n/a	n/a	The coaching offer is in development, with a Coaching Lead and Deputy Coaching Lead in post. Recruitment for two Senior Practitioners and four Coaches will take place from April. The practice model and interfaces with various partner organisations such as Adult Social Care, the Mental Health Trust and the VCS are currently in development. A pilot scheme will operate from June to September and a phase one launch of the Coaching Service will go live at the end of Q3 in September 2022. Phase one will run from September 2022 to March 2023 and the service expects to support 140 residents during this time. Performance indicators are to be developed in the future as the service is embedded and outcome measures agreed.
FT7	Number of adults being supported through our Bright Islington connecting offer	950 Q3 only	n/a	Number of referrals to offer from 3 providers	1,015 Q4 only	↑	The data provided here is for Q4 from 3 specific council offers which offer 'connecting' support, including grant funded and commissioned services. It is a proxy measure in preparation for a new Alliance model which may incorporate more services, including the coaching offer (FT6 and FT9), an element of mental health Trust support and other services TBC.
FT8	To be further developed: number of adults achieving a successful outcome/s through our Bright Islington connecting offer	n/a	n/a	n/a	n/a	n/a	Work has begun on agreeing a set of outcomes to be used by multiple services to understand outcomes across the connecting offer. Due to changes needed on multiple case management systems these are likely to be made

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							operational at the implementation of new connecting offer. This will be developed as part of the Alliance Partnership model.
FT9	To be further developed: Number of adults achieving a successful outcome/s through our Bright Islington coaching offer	n/a	n/a	n/a	n/a	n/a	(See FT6 commentary). Performance indicators and outcome measures are in the process of being developed as part of the design phase of the new service. In the future, we expect these to be strongly aligned with KPIs and outcomes agreed with partners in the emerging Alliance Partnership; as this develops in the coming months.
FT10	(New) Resident satisfaction with Early Intervention and Prevention services	n/a	n/a	n/a	96%	n/a	123 residents responded to our first pilot Early Intervention and Prevention resident satisfaction survey. Residents were surveyed whilst attending Bright Start and Bright Futures outreach and engagement activities as well as activities and events (e.g. pottery, gardening) in council-run community centres during quarter 4. The 10-question survey was accessed via a QR code which was displayed at activities and/or sent to participants after the event. Paper versions were available on request but online responses were strongly encouraged with support to complete the survey provided when needed. Of 123 respondents, 96% agreed (77% strongly agreed) that they are satisfied with the service they used. Common positives were opportunities for socialising, support for mental wellbeing, and receiving helpful advice and support. A typical comment was 'Help them socialising, help me to meet other parents and good for

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							<p>your mental help especially after covid'. A very small number of people were not satisfied (5 respondents disagreed (1%) or strongly disagreed (3%)). When asked 'what could be better about the service?' they said more activities and classes, better communication, different times and days. A practitioner survey was also carried out to gain insight into the effectiveness of the process and questions for the resident survey.</p> <p>Based on evaluation we are refining the survey for a wider rollout across early intervention and prevention services on a termly basis, with directorate-level reporting termly, and corporate reporting annually in Q4.</p>
Continuing to be a well-run Council							
FT14	% of residents satisfied with outcome of their calls & visits	98%	95%	Customer satisfaction	98%	→	<p>Performance in this area is based on quality checks undertaken by Team Managers on a selection of resident calls. We are currently looking into ways to enable residents themselves to evaluate the quality of service and interaction with the Council. This will be made possible by the new telephony system scheduled to go live in August</p>

<p>FT15</p>	<p>Number of telephone calls offered through Access Islington Call Centre</p>	<p>315,898 cum</p>	<p>Increase in online transactions</p>	<p>Less call demand from resident</p>	<p>409,918 cum</p>	<p>↓</p>	<p>The figures show that we received more calls compared to the previous year. There were a number of reasons for this, including issues with legacy IT systems overdue for replacement that affected the web and online payments – pushing residents to the phone and increasing call volumes and handling times between April and August 2021. IT issues continue to affect call volumes and overall performance. In addition, during this period staff were still managing the impact of Covid – including home schooling, balancing childcare and caring responsibilities and through Covid sickness. These and other factors including the need to resource the We Are Islington and Test and Trace services not only led to longer call handling times and higher abandonment, but also increased call volumes. To address these issues, we have been working closely with IDS to address and reduce the impact of the issues caused by our legacy IT systems – including improvements to our website and online payment functionality. We also brought in additional resource to bolster the WAI and Test and Trace services releasing staff back to their normal duties and set up task and finish groups to resolve local issues. In addition, following completion of the staffing review in the middle of September, managers have been targeting individual and service performance to reduce call waiting times, AHT and after call work (ACW) back to pre-Covid levels. This has already resulted in significant reductions to waiting times, AHT and abandonment and an associated reduction in call volumes. The impact of this work can be seen from the sustained reductions in volumes - with 26,357 calls in Dec 2021 compared to 27,117 for the same month the previous year, 28,752 in Jan down from 30,503 the previous year, 29,532 calls in Feb similar to 29,186 the previous year and 35,736 calls in Mar down from 40,204 the previous year. This trend has continued into April 2022, with almost 7,300 fewer calls than the same month the previous year.</p>
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REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							As services and residents move to online transactions the number of calls will decrease, allowing telephone resources to deal with more complex issues. Some additional call volumes created from Covid-19 activities such as £150 energy rebate for bands A to D. Q3 90,972 Calls and Q4 94,020 calls
FT16	Number of telephone calls answered by Access Islington Call Centre	69% 215,334 cum	85% of calls handled	Less call demand from resident	72% 295,334 cum	↑	<p>The Q4 performance figures show that 72% of calls (full year) were answered against the target of 85%. Whilst prior to Covid, we were consistently achieving or exceeding this target, since the beginning of the Covid pandemic performance dropped significantly with abandonment more than doubling from the start of 2021 compared to pre-Covid levels. This was for the same reasons mentioned above - IT issues and the impact of Covid on staffing and resources. The work to address this has already resulted in significant reductions in call average handling times, after call work and average speed to answer, all of which has meant more calls have been able to be answered. As an indication of the improvements seen, abandonment for March 2022 was 14.53% compared to 21.78% in March 2021.</p> <p>Due to the improvement activities undertaken following the restructure, we have seen sustained improvements, which has been highlighted in this report.</p>
Harnessing technology for benefit of residents and staff /help residents to live independently							
FT17	Number of online transactions – measuring increase in online transactions/self-serve	143,543 cum	Increase	Increased take up of online services	210,380 cum	↑	Online transactions increased, with this figure set to improve further as a result of the work to address the impact of the IT issues on the ability of residents to self-serve and is set to increase further as the Resident

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
							<p>Experience programme progresses, including the introduction of more automated solutions. This amount includes the annual 23,670 Ringo transactions.</p> <p>The Customer Centre has been reopened for appointment only with casual visitors being signposted and supported to access online services. Therefore, we expect an increase of at least 10% in online transactions by the end of 2022/23.</p>

Q4 Corporate Performance Report: **Homes and Neighbourhoods**

1. Summary of Homes and Neighbourhoods Function

The Homes and Neighbourhoods Directorate strives to deliver quality, safe and affordable housing for our residents. This includes building affordable new homes, being an excellent and responsible landlord and freeholder for more than 36,000 households, and continuing to invest in our buildings to ensure that residents are safe and secure in their homes. The service works to eliminate rough sleeping and homelessness and address all housing needs. Community Safety lead the council's partnership approach to reducing violence, reducing fear of crime, and developing safer communities. People with No Recourse to Public Funds are supported by the NRPF service which also runs the national NRPF network.

2. Covid Impacts

Number of people in nightly-booked temporary accommodation

The number of people in nightly-booked temporary accommodation is still higher than usual, in part due to number of rough sleepers housed during the 'Everyone In' programme.

Supply chain logistics and contract inflation

The pandemic continues to have an impact on supply chains for our teams and contractors. In some cases, notably steel, this has been substantially exacerbated by the war in Ukraine.

Increasing complexity of cases

Since the pandemic we have seen an increase in the number and complexity of complaints coming in from residents. This has been noted in a recent Housing Ombudsman report, which indicates that this is a national trend, rather than just a local issue.

3. Approach to KPI selection (reason for selected KPIs)

These KPIs have been selected to demonstrate outcomes that have a tangible effect on the resident experience.

The four indicators for new homes track the key steps along the pathway of delivering affordable new homes for our residents. To ensure a smooth pipeline we should see numbers of a similar order across planning permissions, starts on site and completions over a two year timeframe.

The indicators and targets for housing needs cover key outcomes in their work to prevent homelessness and support rough sleepers in to accommodation, and to ensure the effective management of our stock.

Housing repairs responsiveness always appears in resident surveys as highest priority for the landlord service. The indicator selected covers the high level outcome, of first time fix repairs, which is significant for residents with urgent problems.

Collecting rent and service charges is a key landlord indicator, and is particularly challenging as universal credit roll out continues. After benchmarking with other authorities, the target of keeping arrears below 4.7% has been set as challenging but realistic.

4. Key Performance Indicators for attention

4.1 Overachieving KPIs

The service reports indicators below as currently exceeding target levels by more than 5%. The relevant directorate's section of the appendix details each KPI assessment.

Directorate KPIs		2021/22 Q4 position	Director commentary
Directorate Indicator			
HN4	Number of genuinely affordable new homes (social rented or shared ownership) completed by Developers	40 (target: 28)	Target exceeded This figure finishes the year ahead of target, following the completion of the homes at Finsbury Tower and Hyde Village earlier in the year.
HN11	Rent arrears as a proportion of the rent roll - LBI (%)	4.5% (4.7%)	Target exceeded This is a positive outcome for the year, coming through a collective effort across the Income Recovery team to despite the impact of Universal Credit.
Directorate Indicator			
HN13	Number of high-risk victims successfully exiting the Community Multi-Agency Risk Assessment Conference (MARAC)	42 (38)	Target exceeded Community MARAC is a multi-agency meeting where information is shared on complex or high-risk cases involving vulnerable victims/perpetrators of Anti-Social behaviour. Successful exits include a victim receiving a support plan, a reduction in safeguarding concerns, or that there are significant steps in place to address a perpetrator's behaviour. As such, this is an excellent achievement helping to support some of our most vulnerable residents, made possible by our broad range of partners.

4.2 Underperforming KPIs and related risks

The service reports indicators below as under-performing against target levels by more than 5%. The relevant directorate's section of the appendix details each KPI assessment.

Directorate KPIs		2021/22 Q4 position		Reason for under-performance	Mitigating actions to manage KPI performance
HN2	Number of new council homes started on site	47 (68)	Target not met	External commercial pressures leading to re-negotiation of contracts, resulting in delay to start dates.	<p>We have joined a pan-London LA forum to mitigate cost inflation, and active negotiations with contractor's seniors.</p> <p>Overall, we are currently working on site for 16 projects, which will generate 386 new Council properties in total.</p>
HN3	Number of genuinely affordable new homes (social rented or shared ownership) completed by the council	10 (95)	Target not met	The pandemic has had an impact on supply chains and site productivity. 48 new homes have been completed in April 22 and a further 55 are scheduled to complete in Q1 of 22/23.	Key lessons learnt are being fed into the programme to improve quality assurance, establishment of aftercare team to streamline handover processes.
HN5	Percentage of homeless decisions made in the target timeframe	68% (90%)	Target not met	<p>Performance against this target has improved significantly in contrast to last year's figure of 40%.</p> <p>The 90% target would make us the best performing Council across England. The council has reduced the backlog of homeless decisions from almost 300 cases to 85 cases at the end of March 2022.</p>	<p>Weekly performance surgeries and best practice will continue, to deliver sustained service improvement.</p> <p>Additionally, proposals are being considered to restructure the service to bring forward further improvements in this area.</p>

HN6	Number of households in nightly booked temporary accommodation	403 (365)	Target not met	<p>This figure is well down on our position at the start of the financial year (468) and during the 2021/2022 financial year there were 497 homeless households living in expensive and inappropriate nightly paid temporary accommodation at one point.</p> <p>Therefore, a reduction of 14% is very positive compared to increasing numbers of homeless households living in temporary accommodation across England because of the housing crisis.</p>	<p>Mitigating actions will include a greater focus on rehousing those whom the council does not have a statutory duty to rehouse. The council is focussed on reducing the number of homeless households living in expensive and inappropriate nightly paid private sector temporary accommodation to ensure a Rapid Rehousing approach is adopted into suitable accommodation for all homeless households regardless of priority need and intentionality of the household's homelessness</p>
HN7	Number of homeless preventions	701 (994)	Target not met	<p>This figure is partly affected by a reduction in the number of homelessness applications this year (the target had been a 5% increase on last year's total).</p> <p>This figure is comparable to pre-pandemic performance. There has been a substantial increase in no fault evictions in the Private Rented Sector due to the ending of the evictions ban. Shelters research has shown every 7 minutes a private rented tenant is served with a no-fault eviction notice in England. In addition to this there has been an increase in homeless applications due to Domestic Abuse. These two factors affected performance</p>	<p>As above, weekly performance surgeries and best practice training will continue in to 2022/23 to continue delivering an improved service.</p>
HN9	Percentage of all lettings provided to tenants transferring to alternative accommodation	29% (36%)	Target not met	<p>This figure has suffered greatly because of the work to reduce the number of households in nightly-booked temporary accommodation.</p> <p>The lack of expected new builds in 2021/22 also affected this outcome due to delays in completion.</p>	<p>Focus will return to this indicator in 2022/23, once the pressure on temporary accommodation has been relieved.</p>

HN12	Rent arrears as a proportion of the rent roll - partner properties	5.4% (4.9%)	Target not met	This figure has been stable this quarter, but remains under target because of under-performance in previous quarters.	Most of these properties have been brought back in house in April 2022, which will give us more control over income recovery work in 2022/23.
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4.3 Pls 'off track' at Q3 2021/22 that have since improved to 'on track'

Directorate KPIs		Quarter 3 2021/22 position	Quarter 4 2021/22 position	Director commentary		
HN11	Rent arrears as a proportion of the rent roll - LBI (%)	4.77% (4.70%)	Target not met	4.50% (4.70%)	Target met	Hard work across all areas of the team has helped to bring overall arrears down by £400k over the past quarter.

Pls 'on track' at Q3 2021/22 that have since moved to 'off track'

Directorate KPIs		Quarter 3 2021/22 position	Quarter 4 2021/22 position	Director commentary
N/A	N/A	Target met	Target not met	

5. Key Performance Indicators

The table below presents the latest outturns available for each KPI for quarter 4 (January 2022 – March 2022). All KPIs have a focus on residents.

Position at Q3 please colour font	<p>Target exceeded by 5% or more</p> <p>Target met or exceeded</p> <p>Target not met but within tolerance (5% unless otherwise agreed)</p> <p>Off target by more than 5%</p>	Movement since last quarter	<p>Better</p> <p>Stable</p> <p>Worse</p>	<p>↑</p> <p>→</p> <p>↓</p>	Target rationale	What is the rationale for the 21/22 target for this PI (e.g. London Average, meeting or exceeding performance last year, national target, MOPAC, etc)
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REF	Key performance indicator	Q3 2021/22 position	2021/22 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
Prevent homelessness and support rough sleepers							
HN1	Number of planning permissions agreed for new council housing	30	0	These targets follow the expected construction plan for this year	30	→	This continues to be on track - No new planning permissions were expected this quarter.
HN2	Number of new council homes started on site	36	68	These targets follow the expected construction plan for this year	47	→	We had 11 new starts on site this quarter at Windsor Street. Other projects were slightly delayed due to external commercial pressures leading to re negotiation of contracts. Overall, we are currently working on site for 16 projects, which will generate 386 new Council properties in total.

REF	Key performance indicator	Q3 2021/22 position	2021/22 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
HN3	Number of genuinely affordable new homes (social rented or shared ownership) completed by the council	2	95	These targets follow the expected construction plan for this year	10	↑	8 new homes were handed over to residents this quarter. Although the indicator finished the quarter behind target, 48 new homes have been completed in April 22 and a further 55 are scheduled to complete in Q1 of 22/23.
HN4	Number of genuinely affordable new homes (social rented or shared ownership) completed by Developers	37	28	These targets follow the expected construction plan for this year	40	↑	This figure finishes the year ahead of target, following the completion of the homes at Finsbury Tower and Hyde Village earlier in the year.
Prevent homelessness and support rough sleepers							
HN5	Percentage of homeless decisions made in the target timeframe	45%	90%	This target is an aggressive one, designed to reduce the backlog in decisions.	68%	↑	Performance has improved this quarter and is significantly better than the position at the start of year (40%) but still falls below the yearly target of 90%. As noted above, weekly monitoring, performance surgeries, and best practice training have been implemented to deliver this improvement.
HN6	Number of households in nightly booked temporary accommodation	463	365	This year's target will bring us back down to pre-pandemic levels in TA.	403	↑	This figure is down by 60 this quarter. While it falls below the annual target, this is significantly below the position at the start of the year, and the lowest since December 2020. The team are continuing to work to discharge ineligible households as quickly as possible, to bring this number back down.

REF	Key performance indicator	Q3 2021/22 position	2021/22 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
HN7	Number of homeless preventions	486	994	This target is a 5% increase on last year's performance	701	↑	This indicator is slightly below an ambitious target for the year, and a lower performance is partly attributable to an overall reduction in homelessness approaches this year, compared to last year being bolstered by the 'Everyone In' programme.
HN8	Number of people sleeping rough	7	0	This target is set to align with the goal of eliminating rough sleeping in Islington.	6	↑	This figure is down slightly from the end of last quarter, and almost half the position this time last year. Rough sleepers found in the most recent rough sleeping counts have only been sleeping rough for one or two weeks – preventative work is ensuring that there are no long-term street homeless.
Ensure effective management of council housing							
HN9	Percentage of all lettings provided to tenants transferring to alternative accommodation	30%	36%	This target would be a 1% improvement on last year's performance	29%	→	This indicator has fallen below target through the second half of the year, with a higher proportion of homes being allocated to homelessness cases. This was to support work to reduce the number of households in temporary accommodation.
HN10	Percentage of LBI repairs fixed first time	88.5%	85%	This target is a level that is both achievable, but not so high that it provides an incentive to avoid challenging jobs.	88.5%	→	The team are continuing to perform above target on this indicator.
HN11	Rent arrears as a proportion of the rent roll - LBI (%)	4.8%	4.7%	This target is to ensure that rent arrears stay at or below their current level	4.5%	↓	This indicator is below target and has reached the lowest point since the end of June 2020.

REF	Key performance indicator	Q3 2021/22 position	2021/22 target	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
HN12	Rent arrears as a proportion of the rent roll - partner properties	5.4%	4.9%	This target is to ensure that rent arrears stay at or below their current level	5.4%	→	This figure has stayed flat this quarter, which is a relative improvement after two years of steady growth.
Make sure fewer young people are victims or perpetrators of crime							
HN13	Number of high-risk victims successfully exiting the Community Risk MARAC	38	27	This target is set as a 5% improvement on last year's target to continue to encourage high performance	46	↑	The team are ahead of target on this indicator.

Q3 Corporate Performance Report: **Public Health**

1. Summary of the Public Health Function

Public Health is responsible for improving the health of the local population, reducing health inequalities and for public health services.

Public Health supports Islington residents:

- to lead healthy and independent lives by promoting protective measures and reducing risk factors that affect health and wellbeing,
- through provision of specific public health programs, which include health visiting, sexual health, drug and alcohol misuse services.

Our approach starts with the needs of resident's, which determines how we commission services in order to support people who live and work in Islington.

2. Covid -19 Impacts

Services have had to adapt in order to comply with government regulations during the covid -19 pandemic, for example; in order to keep staff and service users safe and for some services, the redeployment of staff to support covid related health and care throughout peak pressure periods. This has had a substantial impact on hospital and community services and on many areas of performance in 20-21 and 21-22.

Services continue to be provided through new means, where possible, with increased remote delivery of services, such as via telephone, online or virtual support groups. In-person services have been prioritised for vulnerable people or for those services that can only be delivered face to face. The focus is on recovery for this year.

Drug and alcohol service outcomes remained very affected, with a larger, more complex cohort of service users particularly in substance misuse services. Greater retention measures to support service users have been implemented , in order to provide continued access under covid -19 conditions and while there have been changes (reduction) in access to wider 'social capital' that supports sustained recovery.

3. Approach to KPI selection (reason for selected KPIs)

Public Health KPIs are based on our corporate objectives and public health priorities for recovery from the covid-19 period. There has been no change to these indicators since these were set in 2020/2021, while public health has prioritised the local response to the Covid pandemic for its residents and services.

KPIs are reported one quarter in arrears reflecting when and how national datasets outcomes are released and thus this report covers the period October to December 2021 (Q3).

The 2021-2022 focus will continue to be on recovery and supporting those services in providing essential services to support the Islington council's corporate objectives for 2018-2022 as follows:

- **Support people to live healthy lives**

- Population vaccination coverage DTaP/IPV/Hib3 at age 12 months.
- Population vaccination coverage MMR2 (Age 5).
- Number of child health clinics run per week (out of a pre-covid 19 quota of 13/week).
- Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services.
- Percentage of smokers using stop smoking services who stop smoking (measured at four weeks after quit date).

- **Safeguard and protect older and vulnerable residents**

- **Help residents to live independently**

- **Help residents to feel socially active and connected to their communities**

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

Percentage of alcohol users who successfully complete the treatment plan.

4. Key Performance Indicators for attention

4.1 Overachieving KPIs

The indicators presented below are reported by the service as currently exceeding target levels by more than 5%. Detail on each KPI assessment can be found in the relevant directorate's section of the appendix.

Directorate KPIs		2021/22 Q3 position	Director commentary
Support people to live healthy lives			
Directorate Indicator			
PH4	Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services.	517 [Quarterly target of 275]	Target exceeded In Q3, there was an improvement in performance with 517 LARC fittings when compared with 452 in Q2. In the same period for the year before, there were 562. The service has continued to maintain high levels of LARC throughout the pandemic, with a relatively small decrease this quarter compared with the previous year's Q3. This KPI had exceeded its annual target by the end of Q3.
Directorate Indicator			
PH5	Percentage of smokers using stop smoking services who stop smoking (measured four weeks after quit date).	57% [Quarterly target of 50%]	Target exceeded Overall, the success rate remains high and well above target across the service. In Q3, the four-week quit rate was above target at 57% - slightly lower when compared to 61% in Q2, but higher than Q3 in 2020-21 when the quit rate was 53.2%.

4.2 Underperforming KPIs and related risks

The indicators presented below are reported by the service as currently under-performing against target levels by more than 5%. Detail on each KPI assessment can be found in the relevant directorate's section of the appendix.

Directorate KPIs	2021/22 Q3 position	Reason for under-performance	Mitigating actions to manage KPI performance
Safeguard and protect older and vulnerable residents /Help residents to live independently /Help residents to feel socially active and connected to their communities.			
PH6	Percentage of drug users in drug treatment who successfully complete treatment and do not re-present within six months.	<p>12.5% (20% target)</p> <p>Target not met</p>	<p>In Q3, 12.5% of primary drug users successfully completed treatment, a small decrease from Q2 when the completion rate was 13.8%. This does not meet the target, however, the service has seen an increase in the number of people entering drug treatment, partly driven by support offered to rough sleepers placed in emergency accommodation and retaining people in treatment for longer to ensure on-going access. The service carried out a caseload review during Q3 and discharged several service users who had been retained during the pandemic months, but who had disengaged from treatment despite significant efforts to keep them engaged.</p> <p>This will have impacted the quarterly %, as those discharged due to disengagement are not included in the overall numbers for completion of treatment, but included in the numbers leaving treatment.</p> <p>The key priorities for all substance misuse services going forward are very much aligned to Covid-19 recovery work:</p> <ul style="list-style-type: none"> - Ensuring that all critical face-to-face interventions are reinstated safely and as soon as possible. These include drug screening; blood borne virus screening. - Working with commissioners and wider stakeholders to plan interventions/service developments as part of investment announced as part of the new National Drug Strategy and Dame Carol Black Independent Review. - Reviewing the local analysis of drug/alcohol deaths among people known to treatment service covering the past 18 months; and working together (commissioners and services) to identify and implement recommendations for service delivery going forward.

PH7	Percentage of alcohol users who successfully complete the treatment plan.	35.5% (42% target)	Target not met	<p>In Q3, there was an increase in the percentage of alcohol users successfully completing treatment at 35.5% (in Q2 performance was 33%) although the target of 42% has not been met.</p> <p>The numbers of people in alcohol treatment have risen from 470 in Q2 2020/21 to 540 this quarter.</p> <p>This could be attributed to a number of key factors such as an increase of those seeking support during the pandemic and those returning for additional support.</p>	Public Health continues to work with service providers to manage current demand and to ensure support and advice is widely available for any Islington residents who may be concerned with their own or others' alcohol use. For example, promoting a new alcohol awareness app "Lower My Drinking" which is available for all Islington residents and currently being promoted by substance misuse service providers, as well as on the council's website - "One You" and GP website. (Please also see above PH6 commentary.)
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4.3 PIs 'off track' at Q3 2021/22 that have since improved to 'on track'




No changes.



4.4 PIs 'on track' at Q3 2021/22 that have since moved to 'off track'

No changes.

5. Key Performance Indicators

The table below presents the latest cumulative outturns available for each KPI for quarter 3 (October – December 2021). All KPIs are developed with a focus on residents.

Position at Q1- please colour font	<p>Target exceeded by 5% or more</p> <p>Target met or exceeded</p> <p>Target not met but within tolerance (5% unless otherwise agreed)</p> <p>Off target by more than 5%</p>	Movement since last quarter	<p>Better </p> <p>Stable </p> <p>Worse </p>	Target rationale	What is the rationale for the 21/22 target for this PI (e.g. London Average, meeting or exceeding performance last year, national target, MOPAC, etc)
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REF	Key performance indicator	Q2 2021/22 position	2021/22 Q3 target (Profiled)	Target rationale	Position at Q3 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
Support people to live healthy lives							
PH1	Population vaccination coverage DTaP/IPV/Hib3 at age 12 months	83%	N/A Recovery Target	Improvement throughout the year	85%		The data represents children who were aged 1 (i.e. any age between 12 and 24 months) in December 2021 (i.e. born between December 2019 and December 2020). This cohort of children were due their first vaccinations between February 2020 and April 202, including many who were due vaccinations during the early stages of the pandemic. Children who missed their vaccinations during that period would have been able to catch up at any time up to age 1 and still be included in this data.
PH2	Population vaccination coverage MMR2 (Age 5)	68%	N/A Recovery Target	Improvement throughout the year	69%		In Q3, 69% of 5 year old children were fully vaccinated against MMR. This is a small increase from the previous quarter and just below the pre-pandemic plateau of around 70%. It also shows a slightly higher rate than reported for Islington in published national data, but is believed to be more accurate. The nationally reported rates for Q3 2021/22 are 62%. This is a known discrepancy, due to inaccuracies in coding and issues with data flows.

REF	Key performance indicator	Q2 2021/22 position	2021/22 Q3 target (Profiled)	Target rationale	Position at Q3 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
PH3	Number of child health clinics run per week (out of a pre-covid19 quota of 12/week).	11	N/A Recovery Target	Improvement throughout the year	13	↑	The service has been able to increase the number of clinics per week to 13 – now matching pre-pandemic levels. Clinics were run as appointment only throughout the pandemic and progress has been made over the last quarter to re-introduce some drop-in clinics, where these are held in children's centres. 3 of the 13 weekly clinics are drop-in.
PH4	Number of Long Acting Reversible Contraception (LARC) prescriptions in local integrated sexual health services.	452	275	Improvement throughout the year	517	↑	In Q3, there was an improvement in performance with 517 LARC fittings and when compared with 452 in Q2. In the same period for the year before, there were 562. The service has prioritised maintaining levels of LARC throughout the pandemic, whenever able, with only a small decrease this quarter compared with the same quarter a year before. This KPI was already meeting its annual target by the end of Q3.
PH5	Percentage of smokers using stop smoking services who stop smoking (measured four weeks after quit date).	61%	50%	Improvement throughout the year	57%	↓	Overall, the success rate remains high and above target across the service. In Q3, the four-week quit rate was above target (57%), slightly lower when compared to Q2 (61%) but higher when compared to Q3 in 2020-21 (53.2%).
Safeguard and protect older and vulnerable residents /Help residents to live independently /Help residents to feel socially active and connected to their communities.							
PH6	Percentage of drug users in drug treatment who successfully complete treatment and do not re-present within six months.	13.8%	20%	Improvement based on recovery	12.5%	↓	In Q3, 12.5% of primary drug users successfully completed treatment, a small decrease from Q2 when the completion rate was 13.8%. This does not meet the target of 20%, however, the service has seen an increase in the number of people entering drug treatment, partly driven by support offered to rough sleepers placed in emergency accommodation.

<i>REF</i>	Key performance indicator	Q2 2021/22 position	2021/22 Q3 target (Profiled)	Target rationale	Position at Q3 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
PH7	Percentage of alcohol users who successfully complete the treatment plan.	33.1%	42%	Improvement based on recovery	35.5%	↑	<p>In Q3, there was an increase in the percentage of alcohol users successfully completing treatment at 35.5% (in Q2 performance was 33%) although the target of 42% has not been met.</p> <p>The numbers of people in alcohol treatment have risen from 470 in Q2 2020/21 to 540 this quarter.</p>

Q4 Corporate Performance Report: **Resources**

1. Summary of Resources

The Resources directorate includes the following service areas with a vision to **protect, enable and inspire** wider council services:

Law & Governance

Law & Governance comprises Legal Services; Democratic Services; Information Governance and Electoral Services. This function provides professional, cost effective, seamless and timely services to support Members and client departments in order to achieve corporate priorities. The function ensures appropriate access to information and transparency in decision-making processes and encourages resident engagement in local democracy.

Finance

Finance comprises Financial Planning; Transformation; Service Finance; Pension Fund & Treasury Management; Revenues & Technical Services and Internal Audit. This function supports the council and its departments in closing accounts and sets the budget – currently an annual revenue spend of c£900m and a capital programme of £1.6b for the next ten years. This function also collects taxes, performs audits, investigates frauds and manages the pension fund, as well as transforming services across the council to ensure maximum resident impact.

HR

HR comprises HR Strategic Partnering, HR Customer Delivery and Organisational Development. This function oversees and embeds the council's workforce strategy, which focuses on visionary, values-driven leadership; attracting and retaining the best talent; empowering people to perform and valuing, supporting and collaborating with each other.

Digital Services

Digital Services comprises enterprise planning; architecture & security; programme delivery; application services; operational services and commercial & contracts. The vision for Digital Services is to move from being just a provider of IT services to an active power and enabler for the reinvention of council services and to provide residents, businesses and community groups with a digitally inclusive and transformative experience that enhances lives and livelihoods.

2. Covid Impacts

Managing our budget effectively and efficiently

Covid-19 has had, and continues to have, a huge impact on the council's budgets. The Government's nationwide lockdown measures throughout 2020/21 meant that much of the activity the Council had budgeted for changed fundamentally within a matter of weeks. The financial impacts of Covid-19 were often difficult to predict and covered direct factors, such as the reduction in income from our leisure estate or the increase in costs of providing the response to the pandemic. They have also been indirect, such as the pandemic impacting upon the financial resilience of our residents and businesses. This in turn affects the Council's ability to fund services due to reductions in revenue from Council Tax and Business Rates.

Going forward, much of the financial stability needed by the Council is dependent on how the pandemic evolves. The Council has been making strides in recent years to improve its financial resilience through the direct strategy of boosting its balances and reserves. The impact of the pandemic has highlighted the importance of maintaining this discipline. This responsible decision making provides a solid base on which to provide our vital services to residents.

Harness digital technology for the benefit of residents and staff

For the 2020/21 period, Covid-19 continued to impact Digital Services but with a change in emphasis. In the early part the focus was on enabling adaptation to remote working and supporting initiatives that in turn, support our residents. As the new ways of working bedded in, the backlog of project and discretionary work increased significantly. In broad terms the number of initiatives roughly doubled compared to pre-Covid days, as directorates 'caught up' with their change programme and adopted new ways of working. To compound the issue, over the year it became increasingly difficult to find candidates with IT-related skills – particularly in project management, engineering and commercial disciplines. As a result Digital Services has seen some service backlog in the performance metrics, from delayed service requests to project work. This general situation of increased workload with a skills shortage is expected to continue into the next year.

Make sure our workforce is diverse, highly skilled and motivated

Covid-19 has impacted (and continues to impact on) sickness figures. New MyHR absence reporting codes have been introduced to ensure that self-isolation and sickness is properly recorded. Monthly sickness reports continue to be issued to Service Directors against which managers are required to take action in line with the formal Sickness Absence Procedure. The Employee Relations Team support individual action plans for all long term absences. Regular meeting with managers also consider employee relations casework data and agency staffing which can also act as indicators for further action to address low morale, increased turnover and other staffing issues. Agency figures increased as a result of recruitment to the Lateral Flow Testing sites.

Be open and accountable

Covid-19 has impacted the workload of some services within Law and Governance and we have continued to deliver high level services under difficult circumstances. Services have had to come up with new ways of working and new processes and procedures and collaborated more strongly to improve service delivery. Electoral Services for example delivered the GLA elections and 5 by-elections in May and worked with other departments such as Public Health and Health and Safety to ensure the efficient delivery. Since 7th May, council and committee meetings have had to be held in person, as it was no longer lawful for the majority of formal meetings to be held virtually. Democratic Services have worked to reintroduce meetings back into the Town Hall safely and have successfully implemented a new webcasting system in collaboration with Digital Services, allowing those unable to attend in person to follow proceedings online.

3. Approach to KPI selection (reason for selected KPIs)

The suite of KPIs under Resources provide a number of significantly important measures that foster a culture of openness and transparency. These ensure effective council management through core services, enabling strong budget management, efficient technology and a motivated and diverse workforce.

Managing our budget effectively and efficiently

Managing the Council's revenue budget is a key factor to ensuring the council's overall finances are managed effectively. As such the overall revenue general fund variance has been included as a KPI for the 2021/22 financial year. A minimal variance of between £1m underspend and £1m overspend is the target range. This recognises that an underspend suggests an inefficient allocation of resources whereas an overspend could be a sign for inefficient usage. Additionally, significant volatility in year end forecasts could be a sign of weak financial management therefore this measure is a solid proxy indicator for a number of risks.

The second two measures are similar in nature and closely monitor the collection of local taxation. Council Tax and Business Rates make up a significant proportion of the total funding required to run the Council. Small variations of a percentage can have significant financial implications for the Council. As such these 'debt collection' measures continue to be used as a good measure of performance in a key financial area.

Harness digital technology for the benefit of residents and staff

The indicator chosen is "*Average number of priority 1 incidents per quarter which typically affect more than 100 staff or significantly impair applications or access*". A priority 1 (P1) incident is one that directly impacts residents being able to complete digital transactions or one which prevents a significant number of staff from undertaking their day-to-day work in support of resident outcomes. Minimising the number of them, in conjunction with resolving those that do occur quickly, is a very tangible and formally measured indicator.

Make sure our workforce is diverse, highly skilled and motivated

The KPIs R7(a) & R7(b) provide a measured indicator for the council's Challenging Inequalities and Workforce Strategy commitments on developing an inclusive diverse workforce. Average number of days lost per year through sickness absence per employee (R5) is a useful indicator for overall employee well-being and organisational health. The council has a continued commitment to the reduction of agency staffing which is measured by the R6 indicator. Both are benchmarkable with data from London Councils.

Be open and accountable

The KPIs now include FOI/SAR compliance, as we have a legal duty to respond to these requests within a statutory timeframe. We also have a legal duty to ensure people's data is secure and must report any high-risk incidents to the Information Commissioners Office. Electoral Services strive to continue to achieve their outstanding voter registrations record while they enter a busy period with staff changes within the team.

4. Key Performance Indicators for attention

4.1 Overachieving KPIs

The service reports indicators below as currently exceeding target levels by more than 5%. The relevant directorate's section of the appendix details each KPI assessment.

Directorate KPIs		2021/22 Q4 position		Director commentary
Manage our budget effectively and efficiently				
R3	Successful management of approved budgets	-£1.642m (Target: +/- £1.000m)	Target exceeded	Following a favourable movement in the last quarter of the financial year, the provisional net General Fund position was a (-£1.642) underspend. The underspend will be transferred to reserves to help mitigate energy and other inflationary pressures on the council's budget.
Harness digital technology for the benefit of residents and staff				
R4	Average number of priority 1 incidents per quarter which typically affect more than 100 staff or significantly impair applications or access	0 (Target: 12)	Target exceeded	No major infrastructure wide change activities took place during the final quarter of the year. As a result of data centre and other equipment refreshes, there were no hardware related issues that resulted in a P1.
Make sure our workforce is diverse, skilled and highly motivated				
R7(a)	Percentage of Black, Asian and Minority Ethnic staff within the top 5% of earners	26.36% (Target 21.7%)	Target exceeded	Target exceeded which remains consistent over previous quarters. Continues to exceed the London Median. Slight increase on Q3. Aiming to maintain this level of achievement.
R7(b)	Percentage of disabled staff within top 5% of earners	7.95% (Target 6.3%)	Target exceeded	Position remains above target with slight improvement from Q3. 'Share not declare' campaign is planned to improve data held on disability. Staff Survey indicates the figure is c.18%.

4.2 Underperforming KPIs and related risks

The service reports indicators below as under-performing against target levels by more than 5%. The relevant directorate's section of the appendix details each KPI assessment.

Directorate KPIs		2021/22 Q4 position		Reason for under-performance	Mitigating actions to manage KPI performance
Make sure our workforce is diverse, skilled and highly motivated					
R5	Average number of days lost per year through sickness absence per employee (in previous 12-month rolling period)	8.0 (Target: 7.5)	Target not met	A COVID-19 (Omicron) spike occurred this Q pushing us over the target despite being under all year.	Monthly sickness reports continue to be sent to directors. All stage 1 and 2 sickness cases are now being recorded on Employment Relations (ER) tracker and supported by ER team, with the ER Manager having monthly sickness meetings with ER Specialists and Advisers to discuss actions and timeframes of cases. ER Specialists and Advisers will continue to contact line managers for updates on cases of concern.
R6	Percentage of workforce who are agency staff (by FTE)	11.84% (Target 10%)	Target not met	Difficulties in the permanent recruitment market have resulted in longer tenures for some roles and the need for agency capacity. Various transformation programmes (Adult Social Services) and restructures (Parking Services) prevent services from advertising permanent roles or committing to temp to perm conversions. Some off-contract workers are also being brought within following new contract with Matrix, increased reporting capabilities pushes the % higher than previous reports. Temporary staff continue to support the council's Lateral Flow Testing programme within Public Health.	Once the Lateral Flow Testing Programme ends, the figure will drop. People plans will incorporate plans for temp to perm along with dedicated work between services and Strategic Resourcing Lead.
Be open and accountable					
R10	Percentage of Subject Access Requests (SARs) completed within target (one calendar month)	74% (Target 90%)	Target not met	The low compliance for SARs is due to requests made for social care files, specifically historical cases. These are	The Access to Records Team continue to plan to recruit an additional member of staff as soon as they can.

				complex and voluminous and represent about 50% of all requests received. A review is currently underway with the team in Children's Services to identify any improvements or change that can be made to their processes to help improve timeliness of responses. The Access to Records Team have struggled to recruit an additional member of staff.	The Information Governance (IG) Team have drafted terms of reference to review current processes to ensure the process is operating efficiently. This is expected to start within the next few weeks.
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4.3 PIs 'off track' at Q3 2021/22 that have since improved to 'on track'




Directorate KPIs		Quarter 3 2021/22 position	Quarter 4 2021/22 position	Director commentary		
R4	Average number of priority 1 incidents per quarter which typically affect more than 100 staff or significantly impair applications or access	15 (Target: 12)	Target not met	0 (12)	Target exceeded	No major infrastructure wide change activities took place during the final quarter of the year. As a result of data centre and other equipment refreshes, there were no hardware related issues that resulted in a P1.
R9	Percentage of FOIs completed within target (20 working days)	79% (Target: 90%)	Target not met	88% (target: 90%)	Target within tolerance	The council has improved its overall compliance but remains below the ICO target. Two directorates failed to achieve at least 90% in Q4, Environment and Fairer Together, with the latter getting 0% in February and March. The Information Governance (IG) Team continue to work with all Information Governance Officers (IGOs), focussing on areas of low compliance and send weekly 'open and overdue lists' to all Corporate Directors, Directors and IGOs. This list now includes the age of the oldest request.

4.4 PIs 'on track' at Q3 2021/22 that have since moved to 'off track'

Directorate KPIs		Quarter 3 2021/22 position	Quarter 4 2021/22 position	Director commentary		
R5	Average number of days lost per year through sickness absence per employee (in previous 12-month rolling period)	7.4 days (Target: 7.5)	Target met	8.0 days (Target: 7.5)	Target not met	Sickness absence has increased in Q4. A COVID-19 (Omicron) spike occurred this Q pushing us over the target despite being under all year.
R6	Percentage of workforce who are agency staff (by FTE)	10.85% (Target: 10%)	Target within tolerance	11.84% (Target: 10%)	Target not met	General agency usage increased over the past quarter, but still remains lower than the London average of 13%.

5. Key Performance Indicators;

The table below presents the latest cumulative outturns available for each KPI for quarter 4 (January 2022 – March 2022). All KPIs have a focus on residents.

Position at Q4- please colour font	<p>Target exceeded by 5% or more</p> <p>Target met or exceeded</p> <p>Target not met but within tolerance (5% unless otherwise agreed)</p> <p>Off target by more than 5%</p>	Movement since last quarter	<p>Better </p> <p>Stable </p> <p>Worse </p>	Target rationale	What is the rationale for the 21/22 target for this PI (e.g. London Average, meeting or exceeding performance last year, national target, MOPAC, etc)
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REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
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Manage our budget effectively and efficiently

R1	Percentage council tax collected in-year	71.5% estimate	95.3 %	We set our target to match pre-Covid outcomes (i.e. To match the results achieved in 2019/20)	94.1% (est)	Not applicable as target and performance based on cumulative year-to-date performance	By the end Q4, collection was estimate at 1.2% below our profiled target. 1.2% represents a slight drop from 1% under target for last quarter. The reason is unknown but could represent emerging impacts of the cost of living crisis which is expected to pose a growing risk to the collection of council tax for next year. Protocols for responding to unpaid council tax, from reminders and warnings through to court summons, will continue to be followed.
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REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
R2	Percentage business rates collected in-year	75.8% estimate	96.7%	We set our target to match pre-Covid outcomes (i.e. To match the results achieved in 2019/20)	93.6% (est)	Not applicable as target and performance based on cumulative year-to-date performance	By the end of Q4, collection was 3.1% below our profiled target. We attribute most of the shortfall to weakness in the post-pandemic local economy as the level of the shortfall appears to be consistent with the experience across London. The Council has standard protocols in place as a response to unpaid business rates, which will continue to be followed. This includes working with businesses to ensure they access all eligible reliefs and to arrange repayment plans.
R3	Successful management of approved budgets	+ £0.641m	+ / - £1.000m	Reasonable budget variance tolerance	- £1.642m	↑	Following a favourable movement in the last quarter of the financial year, the provisional net General Fund position was a (-£1.642) underspend. The underspend will be transferred to reserves to help mitigate energy and other inflationary pressures on the council's budget.
Harness digital technology for the benefit of residents and staff							
R4	Average number of priority 1 incidents per quarter which typically affect more than 100 staff or significantly impair applications or access	15	12	Based on previous year's data	0	↑	No major infrastructure wide change activities took place during the final quarter of the year. As a result of data centre and other equipment refreshes, there were no hardware related issues that resulted in a P1.
Make sure our workforce is diverse, skilled and highly motivated							
R5	Average number of days lost per year through sickness absence per employee (in previous 12-month rolling period)	7.4	7.5	Remains same as last year	8.0	↓	Sickness absence has increased in Q4. A COVID-19 (Omicron) spike occurred this Q pushing us over the target despite being under all year. Mental health continues to be the primary cause of sickness absence. COVID is now entrenched in second place. This will be the case for several quarters when there should be a steady decline in numbers, if there are no further outbreaks.

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
R6	Percentage of workforce who are agency staff (by FTE)	10.85%	10%	Remains same as last year	11.84%	↓	General agency usage increased over the past quarter, but still remains lower than the London average of 13%. Difficulties in the permanent recruitment market have resulted in longer tenures for some roles and the need for agency capacity. Various transformation programmes (Adult Social Services) and restructures (Parking Services) are preventing services from advertising permanent roles or committing to temp to perm conversions. Temporary staff continue to support the council's Lateral Flow Testing programme within Public Health. Once these end, the overall figure is likely to drop. People plans will incorporate plans for temp to perm along with dedicated work between services and Strategic Resourcing Lead. Some off-contract workers are also being brought within following new contract with Matrix, increased reporting capabilities pushes the % higher than previous reports.
R7(a)	Percentage of Black, Asian and Minority Ethnic staff within the top 5% of earners	25.48%	21.7%	Remains same as last year	26.36%	↑	Target exceeded which remains consistent over previous quarters. Also continues to exceed the London Median. Slight increase on Q3. Aiming to maintain this level of achievement.
R7(b)	Percentage of disabled staff within top 5% of earners	7.92%	6.3%	Remains same as last year	7.95%	↑	Position remains above target with slight improvement from Q3. 'Share not declare' campaign is being planned to improve data held on disability. Staff Survey indicates the figure is c.18%.
Be open and accountable							
R8	Percentage of new voter registrations processed	100%	98%	Remains same as last year	100%	→	There has been an increase in applications due to the Local Government Elections but we have maintained our previous position and processed 100% of new voter registrations in Q4. We will aim to maintain this level of achievement in the lead up to the Annual Canvass.

REF	Key performance indicator	Q3 2021/22 position	2021/22 Q4 target (Profiled)	Target rationale	Position at Q4 2021/22	Movement since last quarter	Narrative (with mitigating actions for below target KPIs)
R9	Percentage of FOIs completed within target (20 working days)	78%	90%	ICO Target	88%	↑	<p>The council has improved its overall compliance but remains below the ICO target. Two directorates failed to achieve at least 90% in Q4, Environment and Fairer Together, with the latter getting 0% in February and March.</p> <p>The Information Governance (IG) Team continue to work with all Information Governance Officers (IGOs), focussing on areas of low compliance and send weekly 'open and overdue lists' to all Corporate Directors, Directors and IGOs. This list now includes the age of the oldest request.</p>
R10	Percentage of SARs completed within target (one calendar month)	57%	90%	ICO Target	74%	↑	<p>Overall compliance improved in Q4 however the council remains well below the ICO KPI.</p> <p>Two directorates did not consistently meet the ICO's KPI during Q4 and cross-service requests did not reach at least 90% in one month of Q4. Homes and Neighbourhoods only met the ICO's KPI in March and Children's Services failed to meet the KPI during the whole of Q4. Children's Services had an average compliance of 43% during Q4 only reaching 20% compliance in March. The low compliance is largely due to historic social care requests which are complex, but this was further impacted by annual leave in the team during March. The Access to Records Team plan to recruit an additional member of staff but have struggled to recruit to date.</p> <p>The IG Team have drafted terms of reference to review current processes to ensure the process is operating efficiently. It is anticipated that this will start within the next few weeks.</p>
R11	High risk breaches reported to the Information Commissioner's Office (ICO)	1	No target	A target is not appropriate for this indicator	0	↑	<p>There are currently no data breaches under investigation by the ICO.</p>



**Resources Department
Newington Barrow Way, London, N7 7EP**

Report of: Corporate Director of Resources

Meeting of:	Date	Ward(s)
Policy and Performance Scrutiny Committee	25 July 2022	All

Delete as appropriate	Exempt	Non-exempt
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SUBJECT: Provisional Financial Outturn 2021/22

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 14 July 2022.

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: Provisional Financial Outturn 2021/22 and associated appendices.

Final report clearance:

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

Resources Directorate**7 Newington Barrow Way, London N7 7EP**

Report of: Executive Member for Finance, Planning and Performance

Meeting of: Executive

Date: 14 July 2022

Ward(s): n/a

Subject: Provisional Financial Outturn 2021/22

1. Synopsis

- 1.1. This report presents the provisional financial outturn for 2021/22. Overall, there is a balanced, net general fund (GF) position, (+£1.200m, change from the previous reported position at month 10). Within this, there was a COVID-19 related budget overspend of (+£20.404m) across GF council services after the application of service specific grant funding partially offset by a non-COVID-19 underspend of (-£2.081m). The overall, net General Fund overspend of (+£18.323m) is fully balanced by:
 - General COVID-19 Grant and Contain Outbreak Management Fund (-£12.110m)
 - Sales, Fees and Charges Quarter 1 Compensation claim, adjusted for reconciliation process (-£2.395m)
 - COVID-19 Contingency budget (-£5.500m)
 - Transfers to Energy and Inflation Reserve (+£1.682m)
- 1.2. COVID-19 continued to have a significant ongoing impact on the council's budget during the financial year 2021/22. There will be a knock-on impact on the council's budget position into 2022/23, together with the effect of generationally high levels of inflation and the increasing quantum and complexity of demand for council services. As a result of these significant risks and demands, it is essential to increase resilience in the council's balance sheet and reserves, where we have an opportunity to do so, to boost the council's financial resilience and protect the borough's residents.
- 1.3. There have been some net favourable movements from the previous reported position at month 10 of (-£4.642m). The most significant movements are summarised below, with the directorate narratives detailing all movements since month 10, alongside the analysis of the other outturn variances:

- Children's Services: Movement of (-£0.977m) reflecting increase in cost pressures in children's social care placement offset by improved recovery of children's centre income in the final quarter, increased UASC grant income and maximising use of the Holiday Activities and Food programme funding at year end.
- Community Wealth Building: (-£0.566m) additional one-off commercial property income for backdated rental income and (-£0.797m) underspend on property costs due to capitalisation of costs and reduced expenditure pending the outcome of the ongoing stock condition survey.
- Environment: (-£1.127m) additional income throughout the department, in particular around PCN, road closures, streetworks and licensing.
- Homes and Neighbourhoods: (-£1.090m) due to changes in a number of smaller grant income streams.

1.4. **Figure 1** shows the movement by directorate since the previous reported position and **Figure 2** shows the forecast variance by directorate over the course of the financial year.

Figure 1 – Movement by Directorate – Month 10 to Month 12

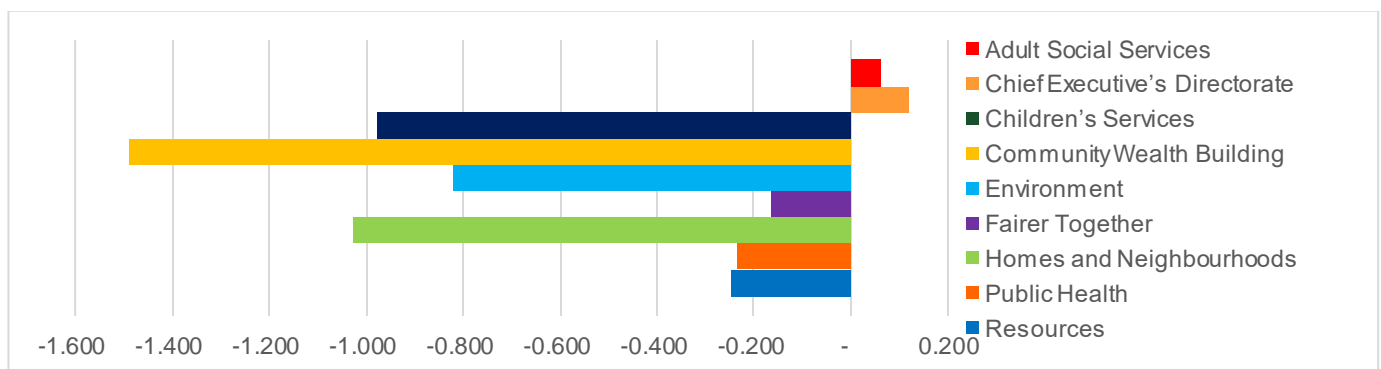
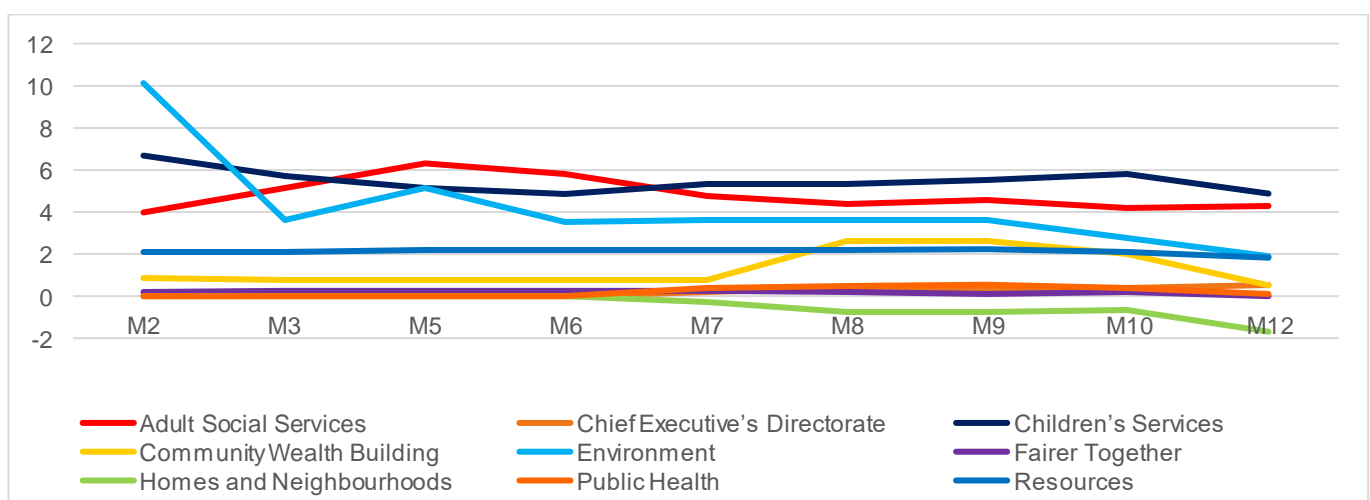


Figure 2 – Variance by Directorate 2021/22 Month 2 to 12



1.5. The provisional outturn for the HRA is an in-year deficit of (+£18.541m), a (+£8.909m) increase from the previous reported position. The primary reasons for this increase are (+£6.826m) temporary use of Revenue Contribution to Capital Outlay (RCCO) towards the financing of new build and property acquisitions programmes, aligning with the Council's

Treasury management strategy to delay external borrowing and as such the associated interest charges by utilising HRA reserves to finance HRA capital expenditure. A significant proportion of the HRA budget is funding towards the housing capital programme. This means that there can be large in-year fluctuations to revenue budgets when either capital expenditure or capital resources (e.g., property receipts) slippage occurs. This is a timing issue and not necessarily a reflection of the overall viability of schemes.

- 1.6. Capital expenditure of £128.359m has been delivered against the revised 2021/22 budget of £163.326m (£163.395m as at month 10), representing 78% spend against budget. The variance from budget was predominantly due to the slippage of programmes.

2. Recommendations

- 2.1. To note the breakdown of the forecast 2021/22 GF outturn by individual variance at **Appendix 1** and by service area at **Appendix 2. (Section 3 and Table 1)**
- 2.2. To note the overall 2021/22 GF net break-even position, after application of grants and contingencies. **(Section 3 and Table 1)**
- 2.3. To note the allocation of Contain Outbreak Management Fund funding totalling £2.403m across eligible COVID-19 related expenditure in line with the terms of the grant. **(Paragraph 4.67 and Table 2)**
- 2.4. To agree the creation of new reserves, the outturn transfers to/from reserves, the movements between reserves and the provisional GF and HRA reserves balances, and to delegate authority to the Section 151 Officer to agree any further movements to/from reserves related to finalising the 2021/22 Statement of Accounts. **(Paragraphs 4.68-4.73, Table 3 and 4 and Appendix 4)**
- 2.5. To agree the drawdowns from the corporate transformation fund in 2021/22. **(Paragraph 4.75-4.78, Table 5, and Appendix 3)**
- 2.6. To note the HRA in-year deficit of (+£18.541m), fully funded from a lower contribution to HRA reserves than planned in the original budget. **(Section 5 and Appendix 2)**
- 2.7. To note the 2021/22 capital outturn and financing of the 2021/22 capital programme and the movement in the 2021/22 capital budget since the last reported capital programme at Month 10. **(Section 6, Tables 6,7 and 8 and Appendix 5)**
- 2.8. To approve the re-profiling of the 2021/22 capital outturn budget variances (-£34.967m) into the 2022/23 capital programme, with the exception of variances that are underspends rather than re-profiling in nature, and to delegate authority to the Section 151 Officer to agree any further capital financing adjustments related to finalising the 2021/22 Statement of Accounts. **(Section 6, Table 6, and Appendix 5)**

3. Revenue Summary

3.1. A summary position of the 2021/22 GF provisional outturn is shown in **Table 1**, a breakdown by individual GF variance in **Appendix 1** and a breakdown by GF and HRA service area in **Appendix 2**. Explanations of the key movements since the last reported position are included within the directorate narrative.

Table 1 – 2021/22 General Fund Over/(Under)Spend

	COVID-19 £m	Non COVID-19 £m	M12 Total £m	M10 Total £m	Movement £m
Adults	2.734	1.524	4.258	4.197	0.061
Chief Executive's	0.257	0.273	0.530	0.412	0.118
Children's Services	2.905	1.970	4.875	5.852	(0.977)
Community Wealth Building	0.697	(0.182)	0.515	2.003	(1.488)
Environment	6.807	(4.906)	1.901	2.720	(0.819)
Fairer Together	0.000	0.000	0.000	0.163	(0.163)
Homes & Neighbourhoods	0.862	(2.552)	(1.690)	(0.665)	(1.025)
Public Health	0.634	(0.495)	0.139	0.375	(0.236)
Resources	2.148	(0.319)	1.829	2.075	(0.246)
Total: Directorates	17.044	(4.687)	12.357	17.132	(4.775)
Corporate	3.360	2.606	5.966	5.596	0.370
Total: General Fund	20.404	(2.081)	18.323	22.728	(4.405)
COVIID-19 Grant Funding	(12.110)	0.000	(12.110)	(11.714)	(0.396)
SFC Q1	(2.395)	0.000	(2.395)	(2.423)	0.028
General Contingency	0.000	0.000	0.000	(4.291)	4.291
COVID-19 Contingency	(5.500)	0.000	(5.500)	(5.500)	0.000
Total: Net General Fund	0.399	(2.081)	(1.682)	(1.200)	(0.482)
Transfer to Energy and Inflation Reserve	0.000	1.682	1.682	0.000	1.682
Total: Net General Fund	0.399	(0.399)	0.000	(1.200)	1.200

4. General Fund

Adult Social Services (+£4.258m, +£0.061m since previous reported position)

- 4.1. The provisional outturn for Adult Social Services is a net overspend of (+£4.258m), comprising (+£2.734m) COVID-19 related budget pressures and (+£1.524m) non COVID-19 related net overspends.
- 4.2. The provisional outturn position is net of the following transfers to/(from) reserves, included within **Appendix 4** for agreement:
- Transformation funding for programmes including Assistive Technology and the Transformation team (-£0.797m).
 - Drawdown for projects that will be funded through the Social Care Grant (-£0.807m).

- Transfer to reserves (+£4.258m). In March 2022, a one-off arrangement was agreed with North Central London CCG for them to fund pressures in Adult Social Care placements arising from the COVID-19 pandemic (-£4.258m).

4.3. The pressures within Adult Social Care in-year have been in three main areas:

- Additional demand from the COVID-19 Hospital Discharge schemes.
- Care UK vacancies.
- Increased demand for services over demographic growth.

COVID-19 Hospital Discharge Schemes

4.4. The most significant COVID-19 budget pressure in the directorate is in relation to additional demand from the COVID-19 Hospital Discharge Service (+£2.734m, a decrease of -£0.535m since the previous reported position), summarised as follows:

- (+£2.481m, an increase of +£0.070m since the previous reported position) is in relation to the cohort of people who have received a care package since 19 March 2020 as a result of the Hospital Discharge schemes. 1,721 individuals have accessed social care through this route since the Hospital Discharge schemes began. Of these, 984 clients have been reviewed and determined to be eligible for social care with an estimated cost in 2021/22 of £14.481m. An estimated (+£12.000m) would have been funded as business as usual, causing this residual budgetary pressure.
- (+£1.958m, a decrease of -£0.344m since the previous reported position) is in relation to the cohort of people who received a care package through the Hospital Discharge schemes in this financial year and are awaiting a review of their care packages to assess whether they are eligible for social care. This figure has reduced as the number of packages that have been reviewed in the four-week funding timeframe has improved since initial projections. Throughout 2021/22, 642 individuals have accessed services through the scheme, with 83 currently awaiting a review.
- This is offset by NHS funding of (-£1.705m, an increase of -£0.261m since the previous reported position) due to the NHS discharge scheme being extended to the 31 March 2022 covering the costs of care packages for the first four weeks.

Care UK Vacancies

4.5. Non-COVID-19 related pressures include a contract with Care UK to manage the delivery of three care homes and day centres. Since September 2020, a fire related suspension has prevented any new placements from using vacant beds across all three care homes. This has created a budget pressure of (+£2.544m, an increase of +£0.437m since the previous reported position) due to an additional 73 spot purchased residential beds being required whilst also paying for the vacant beds in Care UK.

4.6. Previously it had been reported that the ongoing issues with Care UK would result in additional pressures in 2021/22 further to those detailed above, however these have not materialised in this financial year. These issues are expected to continue into 2022/23 with the potential for significant additional cost pressures to be incurred.

Demand for Services over Demographic Growth

- 4.7. Adult Social Services continues to be impacted by wider demographic pressures, including increased demand for services and need for acute care. This is part-funded through demographic budget growth assumed in the 2021/22 budget. However, there has been an additional, unbudgeted demographic growth pressure of (+£0.268m, a decrease of -£0.614m since the previous reported position) as well as a pressure of (+£0.250m) in relation to delivery of demand management savings. A sharp increase in the number of mental health clients towards the end of 2021/22 also caused a budgetary pressure (+£0.089m, an increase of +£0.089m since the previous reported position).
- 4.8. The additional clients entering Adult Social Services also increased the amount of client contributions the Council will receive. This partially offsets the pressures created from the additional demand by (-£0.583m, an increase of -£0.383m since the previous reported position).
- 4.9. Other underspends totalling (-£0.723m, an increase of -£0.235m since the previous reported position) make up the remainder of the non-COVID-19 variance. This is mostly in relation to underspends in transport budgets due to day centre closures.
- 4.10. Throughout 2021/22, expenditure relating to Transformation programmes (+£0.797m) including Assistive Technology and the Transformation team, and projects that will be funded through the Social Care Grant (+£0.800m) such as the Early Intervention for Adults and Investment in the Adult Social Care Workforce has been incurred. The provisional outturn position is net of Transformation and Social Care Grant funding being transferred from Corporate Reserves (£-1.597m).

Grants

- 4.11. In November 2021, the government announced it would award the Workforce Recruitment and Retention Fund to Adult Social Care and increased the Infection Prevention and Control Grant. In December 2021, the government increased these amounts to £1.607m.
- The Workforce Recruitment and Retention Fund (-£2.478m). This was used to offset workforce pressures over the winter 2021/22 period and further additional workforce costs internally and across our providers to support timely hospital discharges (+£2.478m, an increase of +£0.802m since the previous reported position).
 - The Infection Prevention and Control Grant (-£2.118m). This was used to contribute towards infection control measures implemented by the council's care providers and by the council itself. It has been fully spent in 2021/22 (+£2.118m).
 - The Adult Social Care Omicron Support Fund (-£0.321m). This has been used to offset existing pressures in the placements budget over the winter 2021/22 period.

Chief Executive's Directorate (+£0.530m, +£0.118m since previous reported position)

- 4.12. The provisional outturn position for the Chief Executive directorate is a net overspend of (+£0.530m), of which (+£0.247m) is attributable to additional costs within Communications in response to COVID-19 and (+£0.010m) relates to loss of income due

to COVID-19. This is a movement of (+£0.118m) since the last reported position. There is a non-COVID-19 overspend of (+0.273m).

- 4.13. The significant variances underlying the provisional outturn position are set out below:
- (+£0.155m) costs of converting all documents on the council's website into accessible formats to meet legal requirements around accessibility. This directorate outturn variance is offset by a 'below the line' drawdown from corporate balances.
 - (+£0.130m) costs relating to the 'More Equal Islington' project.
 - (-£0.012m) underspend on supplies and services forecast throughout the Chief Executive's office.
 - (-£0.025m) net underspends on running costs throughout Communications.
 - (+£0.032m) overspend forecast within Print Services due in the main to agency and additional IT costs.
 - (-£0.007m) additional income within Print Services.
 - (+£0.010m) loss of advertising income due to the impact of COVID-19.
- 4.14. The (+0.118m) movement since the previous reported is due to the following:
- (+£0.247m) additional costs within Communications in response to COVID-19.
 - (-£0.012m) underspend within the Chief Executive's office on supplies and services.
 - (-£0.025m) net underspend throughout Communications on running costs.
 - (-£0.077m) improved performance on Print Services income.
 - (-£0.015m) reduction in other costs throughout Print Services.

Children's Services (£+4.875m -£0.977m since previous reported position), Schools (-£5.218m, -£0.338m since previous reported position)

- 4.15. The provisional outturn for Children's Services is a net overspend of (+£4.875m), comprising (+£2.905m) COVID-19 related budget pressures and (+£1.970m) non COVID-19 related net overspends.
- 4.16. The provisional outturn position is net of the following transfers to/(from) reserves, included within **Appendix 4** for agreement:
- Drawdown for projects that will be funded through the Social Care Grant (-£0.437m).
 - Transformation funding (-£1.651m)
- 4.17. COVID-19 related budget pressures in the directorate comprise:
- (+£0.259m, a reduction of -£0.306m since the previous reported position) loss of parental fee income in Children's Centres due to sustained lower levels of attendance. The loss in income has improved as settings have seen a stronger recovery income over the spring term than expected.
 - (+£0.326m, a reduction of -£0.029m since the previous reported position) loss of commercial income in relation to the universal youth offer.

- (+£1.888m, an increase of +£0.464m since the previous reported position) net pressure against the children looked after placements budget, which is largely attributable to COVID-19. Bed night activity for all placement types (non-UASC) increased by 0.7% during quarter 4 and was 11% higher during quarter 4 2021/22 compared to a year earlier. As at quarter 4 there has been an increase in residential activity of 12% reversing a decrease in activity of 11% during quarter 3. Residential activity is however still 14% lower than during quarter 4 2020/21. Semi-independent activity has continued to reduce in quarter 4 (19%) and is now 33% lower than during quarter 4 2020/21. Activity in relation to independent foster care has increased by 8% during quarter 4, this follows an increase of 6% in quarter 3 and 12% in quarter 2. Activity is almost one third higher than this time last year. The reported spend for 2021/22 is £0.194m less than the 2020/21 outturn.

Figure 4A – Quarterly Bed Nights by Placement Type

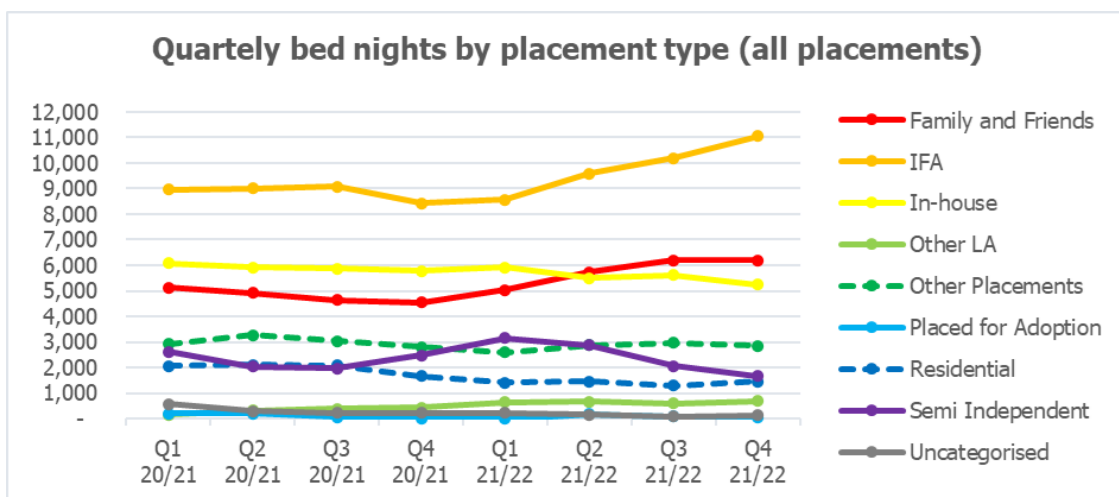
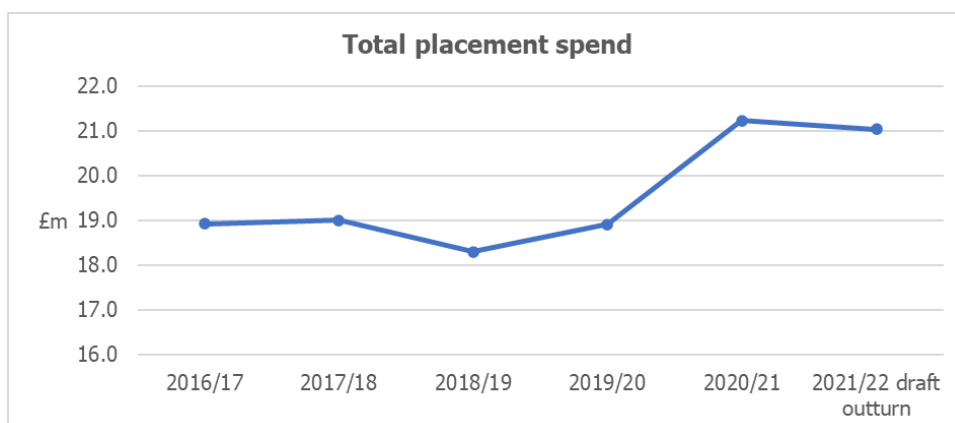


Figure 4B – Total Quarterly Bed Nights



Figure 5 – Total spend for Children Looked After Budget 2016/17-2021/22

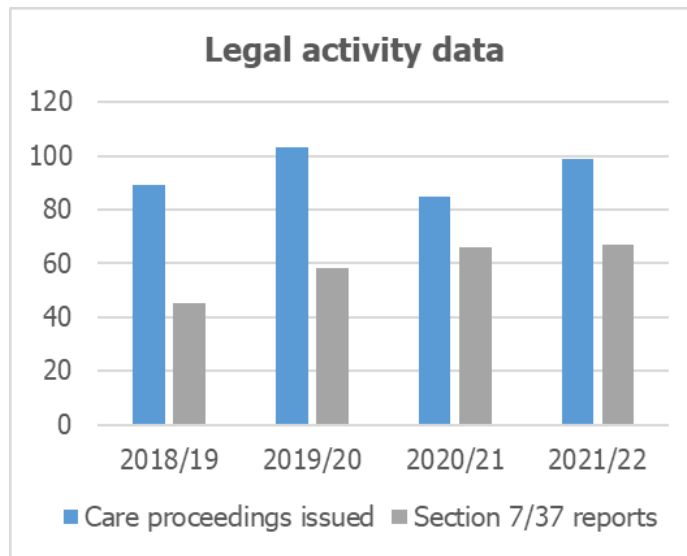


- Several management actions are in place to control placement costs including:
 - Detailed review of costs pressures through the placements board.
 - Focus on increasing in-house recruitment of foster carers.
 - Joint work with the housing team to develop solutions that enable care leavers to move into their own accommodation more swiftly.
 - Regional work across London regarding high costs placements, a local welfare secure unit for children who need their liberty restricted due to risk.
 - Sub-regional block booking with Independent Fostering Agencies to reduce costs, by reducing boroughs competing for the same placement and pushing up cost.
 - Service director approval required for all residential/high-cost placements.
- (+£0.136m, a reduction of -£0.134m since the previous reported position) overspend against Special Educational Needs and Disabilities (SEND) transport due to increased costs of transporting young people and the loss of curriculum income.
- (+£0.296m, a reduction of -£0.027m since the previous reported position) other COVID-19 cost pressures.

4.18. Non-COVID-19 budget pressures are made up of:

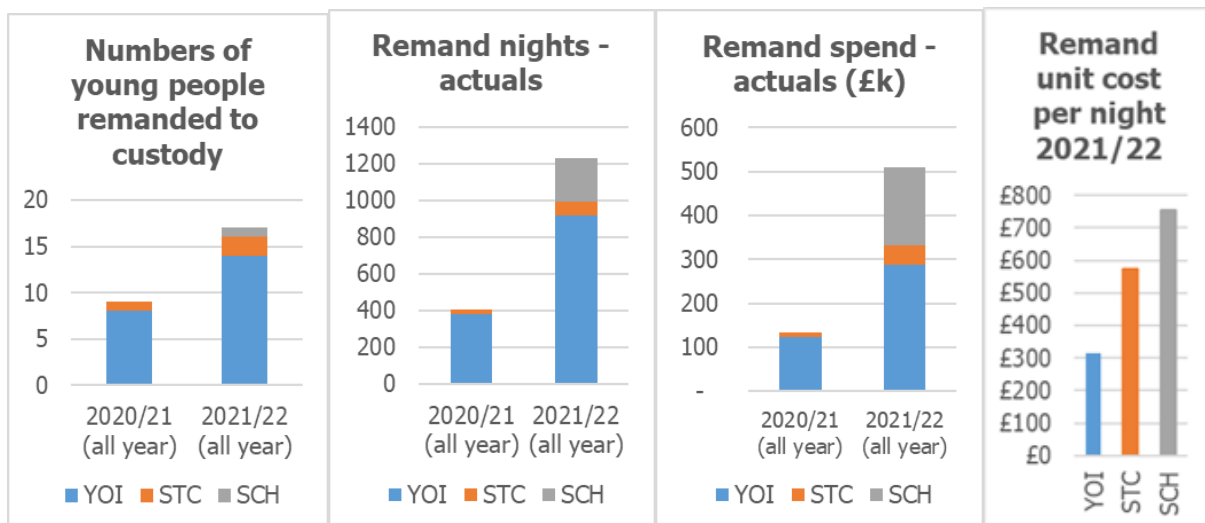
- (+£0.399m, a reduction of -£0.042m since the previous reported position) legal costs in relation to a delay in the conclusion of care proceedings, SEND appeals and other legal costs. The use of Counsel is subject to service director approval to minimise this cost pressure. Care proceedings issued and Section 7/37 reports remain high – care proceedings issued were 16% higher than in 2020/21, while numbers of section 7/37 reports were in line with last year. Activity continues to be impacted by the pandemic and pressures on Counsel spend is a national issue across local authorities.

Figure 6 – Care proceedings and Section 7/37 activity data



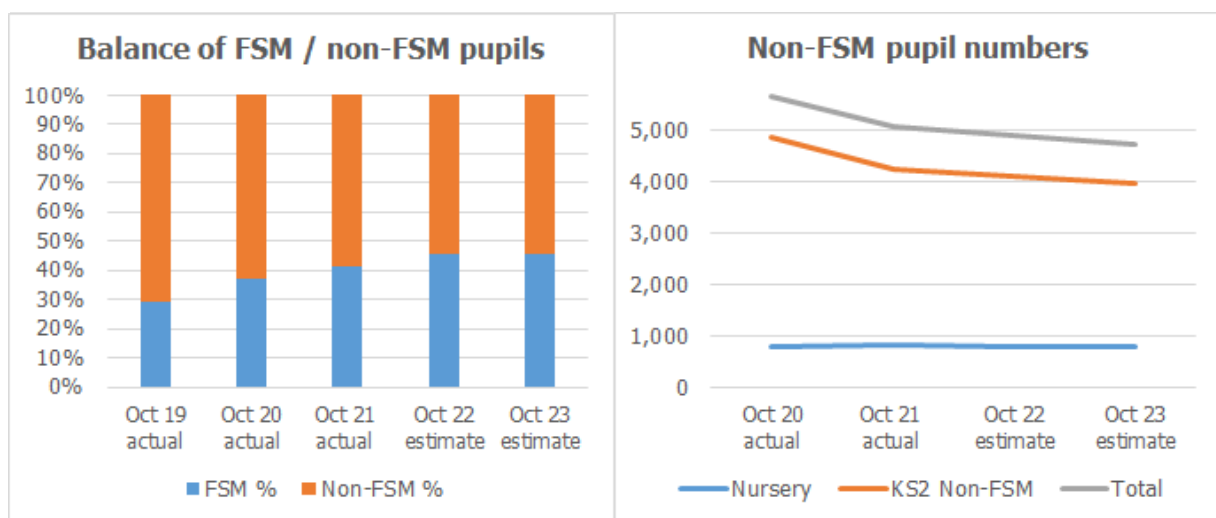
- (+£0.292m, a reduction of -£0.008m since the previous reported position) overspend due to a reduction in funding from the Youth Justice Board (YJB), despite rising activity, and further increased activity against the remand budget. Activity is significantly higher than last year – 17 young people have been remanded to custody this year for a total of 1,228 remand nights. This compares to 9 young people during 2020/21 for a total of 405 remand nights. We have seen an increase in activity of 203% during 2021/22 compared to 2020/21. The unit cost of remand, as set by the YJB, ranges from £315 per night for a Young Offenders Institute (YOI) to £574 per night for a Secure Training Centre (STC) to £753 per night for a Secure Children’s Home (SCH). Most of the additional activity is in relation to young people remanded to the lower cost YOI, although one young person has been remanded to the highest cost SCH provision compared to zero last year.

Figure 7 – Activity data for Young People in Custody and Remand



- (+£0.016m, a reduction of -£0.063m since the previous reported position) staffing pressures to meet significantly increased caseloads in the SEND team in line with the SEND strategy and statutory duties.
- (-£0.198m, an increase of -£0.061m since the previous reported position) underspend on the council's Universal Free School Meals (FSM) programme due to increased eligibility for government funded free school meals and falling pupil numbers, offset by increased eligibility for school uniform grants and post-16 bursaries. High level estimates indicate that non-FSM pupils (nursery and KS2) will reduce by another 3.3% at October 2022 and 2.6% at October 2023. This follows a 10.5% reduction as at October 2021.

Figure 8 – Free School Meal / Non-Free School Meal numbers

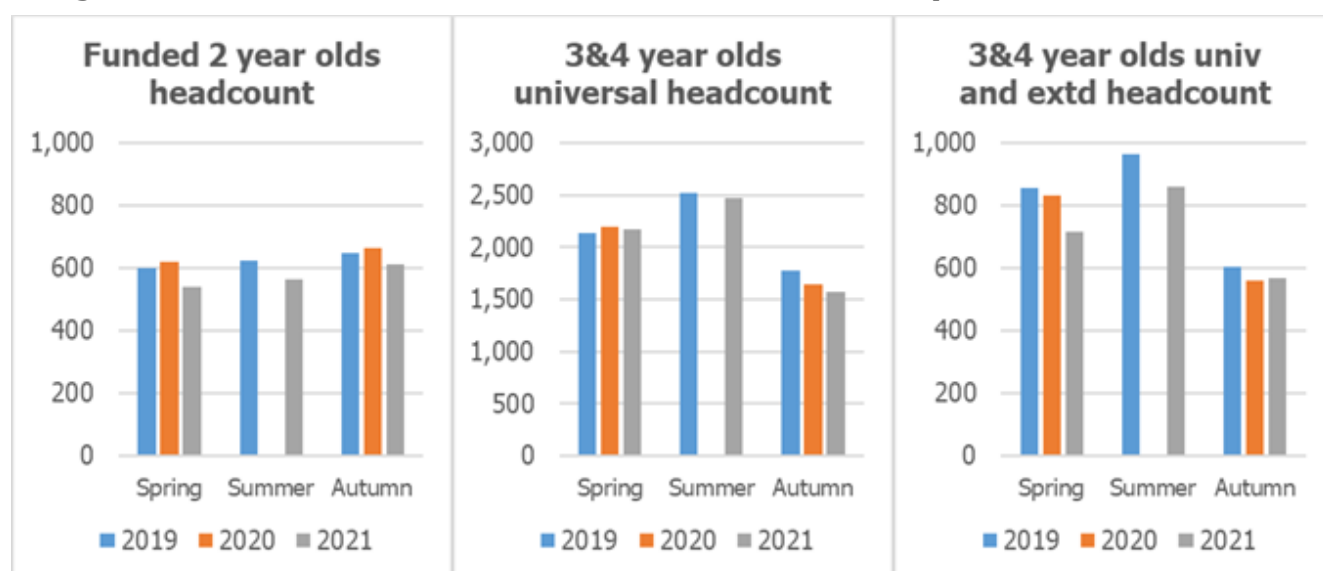


- (+£0.262m, unchanged since the previous reported position) ongoing staffing pressure in relation to supporting increased numbers of care leavers in recent years.
- (+£0.098m, a reduction of -£0.027m since the previous reported position) cost pressure in relation to increased demand for temporary accommodation.
- (+£0.511m, a reduction of -£0.190m since the previous reported position) of in-year cost pressures in relation to early help, Islington Trauma Informed Practices in Schools (iTIPS), the National Assessment and Accreditation Grant, and Partners in Practice due to timing differences in relation to funding. The funding for these items has already been recognised in previous financial years.
- (+£0.074m, a reduction of -£0.006m since the previous reported position) SEND transport pressure for looked after children in out of borough provision.
- (+£1.319m, an increase of +£0.520m since the previous reported position) of net staffing and non-staffing cost pressures across the service.
- (-£0.505m, a new variance since the previous reported position) of additional UASC income due to a recent increase in cohort numbers.
- (-£0.354m, an increase of -£0.289m since the previous reported position) underspend against early years, and universal play and youth due in part to the application of holiday activities and food programme funding.

- (+£0.056m, a reduction of -£0.121m since the previous reported position) of other net overspends across the service.
 - The previously reported cost pressures from the re-procurement of the youth offer have not materialised to the extent envisaged and have been absorbed by underspends elsewhere in the service (previously reported pressure of +£0.122m).
- 4.19. There is an underspend of (-£5.218m or 3.3%) against the ring-fenced Dedicated Schools Grant (DSG), an increase of (-£0.338m) since the previous reported position. This forecast includes (-£4.646m) of balances brought forward from previous years. The underspend is as follows:
- (-£0.088m, unchanged since the previous reported position) unallocated budget for growth and falling rolls following finalisation of the October school census.
 - (-£0.321m, unchanged since the previous reported position) balance from the one-off cash payment in relation to the secondary unit of funding from 2019/20. This will be allocated in 2022/23.
 - (-£0.367m, a new variance since the previous reported position) one-off DSG rebate in relation to Clerkenwell School which closed in the summer.
 - (-£0.199m, unchanged since the previous reported position) unallocated funding in the Central School Services Block that is being held to smooth in reductions in funding in future years as the government continues to phase out funding for historic duties. (-£0.044m) of this underspend is a balance from previous years.
 - (-£0.011m, an increase of -£0.004m since the previous reported position) underspend against the budget for school admission appeals for the current academic year.
 - (-£2.492m, an increase of -£0.407m since the previous reported position) forecast balance of high needs funding earmarked for future demand / funding pressures, following the allocation of funding to schools with higher-than-average numbers of children with Education, Health and Care Plans. (-£1.228m) of this underspend relates to balances from previous years.
 - (-£0.118m, a new variance since the previous reported position) against the budget for additional needs.
 - (-£0.039m, a new variance since the previous reported position) against the SEND outreach and commissioning budget.
 - (-£0.463m unchanged since the previous reported position) prior year balance in relation to funding for the statutory entitlement for 2-year-old provision that is being held by Schools Forum to offset a future year funding risk.
 - (-£0.518m, a reduction of +£0.632m since the previous reported position) early years contingency balance that is being held to offset funding risks due to lower numbers in provision because of COVID-19, and to meet pressures in relation to early years SEND. The movement from the previous reported position is due to protection funding allocated to providers following the January funding adjustment from the DfE that took into account the summer and autumn term headcounts. Funding is normally based on the spring term headcount, but due to the impact of the pandemic on attendance, the

DfE have factored in the summer and autumn term headcount in this financial year which has reduced funding to the council. From 2022/23 the basis of funding will return to the spring term headcount only, which will be beneficial to Islington. Termly headcount shows that: the headcount for the 3- and 4-year-old universal entitlement remains depressed, at 11% below pre-pandemic levels in autumn 2021, a further deterioration from just 2% below in summer 2021 and spring 2021; while the headcount for 3- and 4-year-olds eligible for the extended entitlement and 2-year-olds are recovering. Funded 2-year-olds were 6% below pre-pandemic levels in autumn 2021, an improvement from 10% below in summer 2021 and 12% below in spring 2021. Universal and extended 3- and 4-year-olds were 5% below pre-pandemic levels in autumn 2021, an improvement from 11% below in summer 2021 and 14% below in spring 2021.

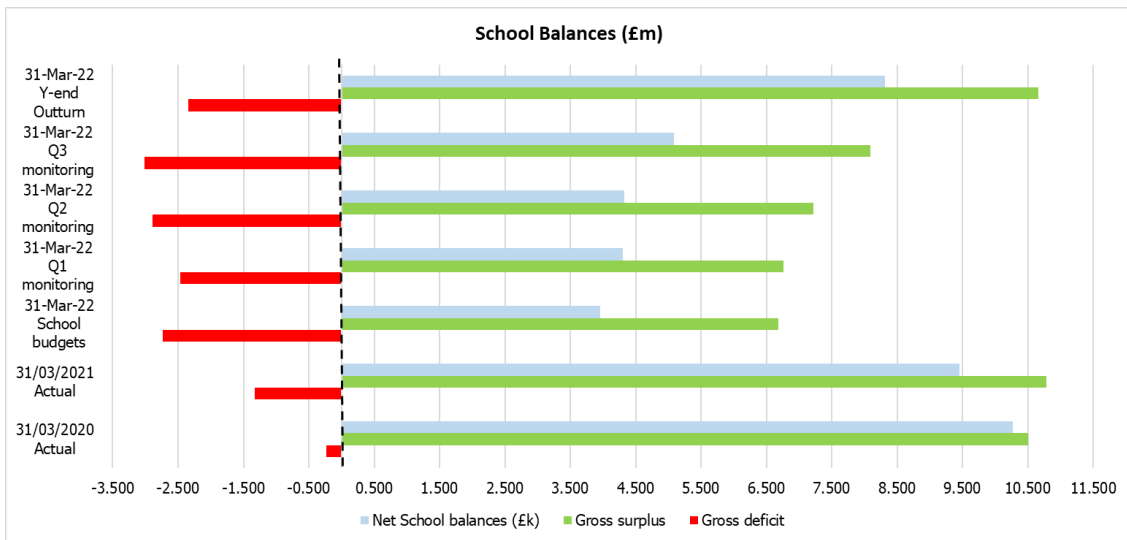
Figure 9 – Headcount data for entitlements to free early education and childcare



- (-£0.200m a new variance since the previous reported position) forecast underspend against the special education needs and disabilities inclusion fund due to a reduced take up of provision in line with the reduced headcount.

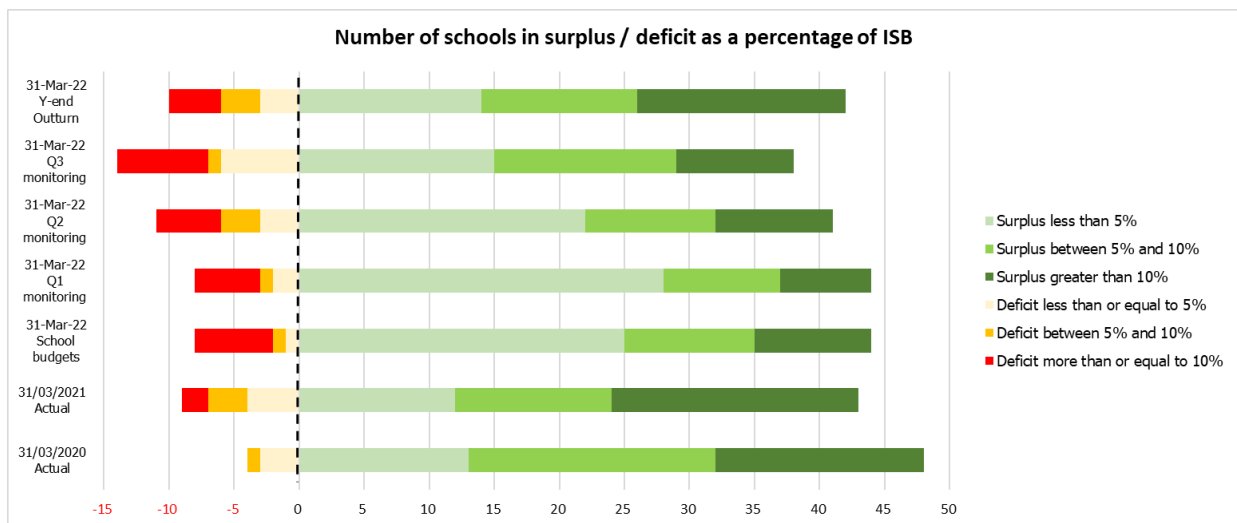
4.20. Individual schools' balances stood at £9.459m at the end of 2020/21. Schools had budgeted to reduce their balance by £5.464m to £3.995m over the course of the year. The position has improved throughout the year with a provisional reduction of £1.145m during the year to £8.313m (an improvement of £3.232m on the previous reported position). Some of the use of balances is for planned capital works where timing can be uncertain.

Figure 10 – School Balances



- 4.21. There are ten schools ending the 2021/22 financial year with deficit balances, compared to nine at March 2021. Of the nine reported deficits as at 31 March 2021, two schools have been able to deliver an underspend during the year meaning their cumulative financial position returns to surplus. Three schools during the 2021/22 financial year have entered a deficit.
- 4.22. An analysis of balances indicates that 21 schools are above the suggested limits of the Education and Skills Funding Agency (ESFA), 8% for nursery, primary and special schools and 5% for secondary schools). Of the 21, 11 schools reported an in-year deficit which means their cumulative balance has reduced when comparing year-on-year.
- 4.23. Of the 52 maintained schools in Islington, 37 have reported in-year deficits with only 15 schools reporting increases to their overall balances. This picture is reflective of the ongoing financial pressures schools are currently facing.

Figure 11 – Number of Schools in Surplus/Deficit



Community Wealth Building (+£0.515m, -£1.488m since previous reported position)

- 4.24. The provisional outturn for the Community Wealth Building directorate is a net overspend of (+£0.515m), of which (+£0.697m) is attributable to COVID-19.
- 4.25. The provisional outturn position is net of the following transfers to/(from) reserves, included within **Appendix 4** for agreement:
- Transfer to reserves in respect of the Restoration Levy on Islington Assembly Hall ticket sales (+£0.018m)
 - Transformation funding for Corporate Asset Strategy (-£0.233m)
 - Transformation funding for Future Work Phase 1 Business Case (-£1.575m)
- 4.26. The provisional outturn position includes COVID-19 related budget pressures in the department which have slightly changed compared to the previous reported position and include:
- (+£0.498m) reduced income from the Assembly Hall.
 - (+£0.361m) additional pandemic response related costs (e.g., hygiene maintenance).
 - (-£0.162m) offsetting reduction in operational costs at the Assembly Hall.
- 4.27. The Community Wealth Building directorate is reporting a (+£0.958m) payment to Guinness Partnership Limited as a 50% contribution to the Waking Watch programme at the Hungerford Estate. The Waking Watch is a fire safety system where suitably trained staff continually patrol the floors and the exterior perimeter of a building to maintain the safety of its occupants from fire. The aim of a waking watch is to ensure there is sufficient warning in the event of a fire to support the evacuation strategy. This is a one-off fire safety action, and this directorate provisional outturn variance is offset by an assumed 'below the line' drawdown from corporate balances.
- 4.28. Other non-COVID-19 related budget pressures are made up of:
- (+£0.075m) loss in commercial property income due to difficult market conditions.
 - (+£0.231m) net overspend on staffing costs mainly due to vacancies that are filled by agencies throughout the directorate and the vacancy factor not being met in the Inclusive Economy division.
 - (-£0.857m) underspend on property costs and supplies in the Corporate Landlord division. This is due to capitalisation of costs (-£0.531m) and reduced expenditure pending the outcome of the on the ongoing stock condition survey (-£0.326m).
 - (-£0.249m) grant income received from the Arts Council to support Assembly Hall activities in the Corporate Landlord division.
 - (-£0.300m) additional recharge income from Adult Social Services from Covid grants to support infection control and enhanced cleaning in the Corporate Landlord division.
 - (-£0.448m) additional recharge income due to cleaning (-£0.288m), property (-£0.137m), and postage (-£0.063m). The additional income is mainly due to the Future Work pilot scheme.

- (+£0.252m) lost income due to a reduction in the levels of planning activity.
 - (+£0.171m) additional costs due to advertising and legal fees in the Planning and Development division.
 - (-£0.098m) underspend in supplies and services in the Corporate Landlord division.
 - (+£0.083m) in the Capital Delivery Team for costs that are not able to be capitalised.
- 4.29. There has been a movement of (-£1.488m) between M10 and M12 as below of which (-£0.037m) is COVID-19 related
- (-£0.037m) underspend on operational costs in the Assembly Hall due to reduced events and activities.
 - (-£0.566m) additional one-off commercial property income for backdated rental income. The backdated rental income is as a result of resolution of a dispute going back four years (-£0.459m) and unplanned rental income at NBW (-£0.097m).
 - (+£0.081m) overspend on agency staff pending restructure in the Corporate Landlord division.
 - (-£0.797m) underspend on property costs due to capitalisation of costs and reduced expenditure pending the outcome of the ongoing stock condition survey.
 - (-£0.077m) additional grant funding from the Arts Council.
 - (-£0.151m) additional recharge income from other directorates.
 - (-£0.098m) underspend on supplies and services in the Corporate Landlord division.
 - (+£0.083m) overspend in the Capital Delivery team for costs that are not able to be capitalised.
 - (+£0.141m) additional agency costs for the directorate.
 - (-£0.055m) underspend on agency costs in the Planning and Development division.
 - (-£0.036m) underspend on additional services in the Planning and Development division.
 - (-£0.002m) additional income in the Planning and Development division.
 - (+£0.011m) overspend in the Procurement division due to agency staff.
 - (+0.014m) pressure in the Inclusive economy division for the Archway and Finsbury projects.

Environment (+£1.901m, -£0.818m since previous reported position)

- 4.30. The provisional outturn for the Environment directorate is a net overspend of (+£1.901m), of which (+£6.807m) is attributable to COVID-19 related budget pressures. This is a movement of (-£0.818m) since the previous reported position.
- 4.31. The provisional outturn position is net of the following transfers to/(from) reserves, included within **Appendix 4** for agreement:
- Transformation funding for People Friendly Streets (-£0.093m).

- Corporate funding for the Greening the Borough project (-£0.040m).
 - Drawdown from the Cemetery Service Reserve (-£0.355m).
 - Drawdown from the Street Trading Reserve (-£0.122m).
- 4.32. The department heavily relies 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:
- (+£3.551m) loss in Parking related income – there has been a substantial decrease in projected income across Pay and Display and Permit and Vouchers.
 - (+£2.158m) loss in Leisure related income – the council receives income from operating the leisure centres and from events within our parks and open spaces.
 - (+£1.732m) loss in income across areas such as Commercial Waste, Registrars, Tables and Chair, Fixed Penalty Notice, and Pest Control due to reduced levels of services.
- 4.33. The Commercial Waste service received a reduction in the North London Waste Authority levy due to reduced commercial sales due to the pandemic (-£0.786m). Other reasons for the net overspend include:
- (+£0.203m) additional overtime, allowances, and mortuary costs throughout the Public Protection division as a result of COVID-19.
 - (-£0.051m) Temporary Pavement License Grant.
 - (+£0.753m) net overspend on employee costs within the Street Services Operations (SSO) division mainly due to annual leave cover.
 - (+£1.088m) overspend within Parking financial charges, NSL/PCN debt registration and salary costs.
 - (+£0.182m) net overspend on employee costs within the Public Protection division due to not meeting the vacancy factor.
 - (+£0.273m) overspend on running costs mainly on staff recharges, software purchases and legal costs within the Public Protection division.
- 4.34. Offset by:
- (-£0.144m) underspend forecast within SSO operational division mainly on supplies/services and other running costs.
 - (-£5.505m) additional income forecasted across Parking mainly on parking bay suspension, PCN and road closure income.
 - (-£1.217m) additional income in the Public Protection division mainly in House in Multiple Occupation (HMO) licensing and other income.
 - (-£0.516m) net additional income within Streetworks.
- 4.35. There has been a movement of (-£0.818m) for the department between provisional outturn and the previous reported position, the main details of which can be found below:
- (-£1.127m) additional income throughout the department, in particular around PCN, road closures, Streetworks and licensing.

- (-£0.269m) improvement in rental income due from GLL based on their latest set of management accounts.
- (-£0.201m) improvement in Registrars income.
- (-£0.095m) net improvement on Pay and Display and Permits/Vouchers.
- (-£0.086m) NLWA levy reduction.

4.36. Offset by:

- (+£0.531m) additional costs within Parking around financial charges, NSL/PCN debt registration.
- (+£0.155m) mainly due to additional costs incurred around tree planting within the Greenspace and Leisure division.
- (+£0.171m) additional staff recharge costs/legal costs within Public Protection.
- (+£0.099m) extra costs within Street Services Operations due to annual leave cover.
- (+£0.003m) net overspend throughout the division.

4.37. Despite the significant spike in energy costs nationally, the council is protected in the current financial year as energy supplies were purchased and secured in advance. However, there will be a significant cost pressure in future years if current prices are sustained. This will need to be considered as part of the council's budget process.

Fairer Together (Net nil position, -£0.163m since previous reported position)

4.38. The provisional outturn for Fairer Together directorate is a net nil position.

4.39. The provisional outturn position is net of the following transfers to/(from) reserves, included within **Appendix 4** for agreement:

- Transformation funding for Resident Experience (-£0.131m)

4.40. The (+£0.220m) COVID-19 related budget pressures in the department are attributed entirely to the 'We are Islington' service for additional overtime and salary related expenditure, from providing extra support and assistance provided to the vulnerable, those isolating and communities in general. This has been offset by (-£0.220m) 'Practical Support Payments' grant funding, which was higher than anticipated in the previous reported position, resulting in a net nil position in relation to COVID-19.

4.41. Non-COVID-19 related budget pressures within the service are made up of:

- (+£0.430m) management costs in relation to set up of the Bright Lives service.
- (+£0.237m) in employee costs within Fairness and Equalities.

4.42. This is offset by:

- (-£0.386m) net underspend across Resident Experience service.
- (-£0.146m) from vacancies within Strategy and Commissioning.

4.43. The position has decreased (-£0.163m) from the last reported position due to higher than anticipated COVID-19 grant funding allocated against the Fairer Together directorate.

Homes and Neighbourhoods (-£1.690m, -£1.024m since previous reported position)

- 4.44. The Homes and Neighbourhoods directorate includes 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).
- 4.45. The provisional outturn for the Homes and Neighbourhoods directorate is a net underspend of (-£1.690m) for the General Fund including (+£0.862m) of COVID-19 related pressures, a decrease of (-£1.024m) since the previous reported position as explained below.
- 4.46. COVID-19 has continued to cause budget pressures across homelessness and NRPF services of (+£0.862m). This is shown through rising client numbers, increased provider costs, additional legal challenges, extra landlord incentive payments, higher rent arrears and lost income sources. The homelessness service had to alter its service provision following a series of central government instructions. The financial pressure is being met from wider departmental underspends and grants.
- 4.47. The movement since the previous forecast is due to:
- Grants changes of (-£1.090m), broken down into:
 - ⊖ (-£0.238m) Accommodation for Ex-Offenders Grant - due to increased grant funding matched with terms and conditions that saw committed expenditure fall into 2022/23.
 - ⊖ (-£0.714m) Homelessness Prevention Grant/Additional Homelessness Prevention Grant/ Winter Weather Fund – there was a drop-off in expected costs from the previous reported position, with the money utilised for other established prevention and relief spend, previously covered from core funding.
 - ⊖ (-£0.138m) Rough Sleeper Initiative Grant – a number of projects did not come to fruition and this grant has partly been re-purposed into paying Rough Sleeper Hotel costs previously covered from core funding.
 - Successful legal challenges (-£0.043m).
 - Delayed IT upgrades (-£0.097m).
 - Reduced arrears in Islington Lettings (-£0.089m)
 - This has been offset by increased bad debt, impairment, and other minor costs (+£0.229m).
- 4.48. Underlying the COVID-19 impact are the continued financial pressures of the Homelessness Reduction Act 2017 and changes to the Statutory Homelessness Code of Guidance. This Act and amended Code are increasing the number of new homeless cases for the council and resulting in rising legal challenges.
- 4.49. Within the net non-COVID-19 related underspend, there is a forecast budget pressure of (+£0.314m) Islington Lettings, the council's not-for-profit letting agency. This pressure is partly due to writing off historic, uncollected rent. In the financial year 2021/22, these cost pressures were offset by specific grant income.

Public Health (+£0.139m, -£0.236m since previous reported position)

- 4.50. Public Health is funded via a ringfenced grant, £27.365m in 2021/22. The provisional outturn for the directorate is a net overspend of (+£0.139m), of which (+£0.634m) relates to COVID-19 budget pressures.
- 4.51. The provisional outturn position is net of the following transfers to/(from) reserves, included within **Appendix 4** for agreement:
- (-£0.157m) funding from the Public Health reserve for one-off projects.
 - (+£0.530m) one-off income that is fully committed to be spent in future financial years.
- 4.52. The main COVID-19 budget pressures are in the Sexual Health division (+£0.595m) (increased online access to STI testing).
- 4.53. The movement compared to the previous reported position represents corporate decisions with regards to the Vaccination Programme and the Test and Trace Grant:
- Vaccination Programme costs (+£0.330m) – this expenditure is being funded corporately.
 - Test and Trace costs (+£0.139m) – this outturn variance is offset by a 'below the line' drawdown from corporate balances.
- 4.54. The following non COVID-19 related budget pressures are forecast across the directorate:
- (+£0.129m) within the Substance Misuse division, predominantly due to the service continuing to commission withdrawal services and homelessness health services for 2021/22, because of demand remaining high. Since the previous reported position, expenditure has reduced by (-£0.055m). This is because of activity levels reducing within the GP Methadone Prescribing service.
 - There is an underspend of (-£1.122m, an increase of +£0.042m since the previous reported position) within the Sexual Health division due to baseline tariffs being paid to providers coming in lower than anticipated, divisional efficiencies mitigating costs, and delays to the building refurbishment works in Archway.
 - The remaining directorate divisions have an overall (-£0.044m) underspend.
- 4.55. In addition to the reported budget variance, the directorate has spent (+£0.414m) on one-off projects and (+£0.238m) on fixed term posts that are to be funded by wider Public Health underspends and drawing down £0.157m of the earmarked public health reserve.
- 4.56. The uplift on the 'Agenda for Change' contract has not been met from Islington Public Health resources, removing the financial pressure in 2021/22.

Resources (+£1.829m, -£0.246m since previous reported position)

- 4.57. The provisional outturn for the Resources directorate is a net overspend of (+£1.829m), comprising (+£2.148m) COVID 19 pressures and a (-£0.319m) net non-COVID-19 related underspend. This is a reduction in the overspend of (-£0.246m) from the previous reported position.
- 4.58. The provisional outturn position is net of the following transfers to/(from) reserves, included within **Appendix 4** for agreement:

- Transformation funding for Systems Review (-£0.038m)
 - Transformation funding for Finance Transformation (-£0.098m)
 - Transfer to reserves in respect of net gains in Housing Benefit subsidy provisions due to recovery and Universal Credit Impact (+£1.104m)
 - Transfer to reserves in respect of underspend on Counter-Fraud initiatives which are delayed London-Wide, meaning that the previously provided budget growth was not required in 2021/22 (+£0.176m)
 - Transfer to reserves relating to one-off budget growth in 2021/22 for the Human Resources service, which spans more than one financial year (+£0.305m)
- 4.59. The most significant COVID-19 budget pressure in the directorate is the estimated additional cost of (+£1.979m), (an increase (+£0.042m) from the previously reported position), in relation to IT related hardware and software solutions. This includes the fitting out of the council chamber for broadcasts, updating Wi-Fi in key buildings to enable social distancing, central government required PSN compliance and additional infrastructure required to support rapidly increasing the digitisation of services.
- 4.60. Additional COVID-19 cost pressures (+£0.169m, unchanged since the previous reported position) include:
- (+£0.048m) shortfall in legal income from planning activities due to reduced demand.
 - (+£0.100m) additional costs due to a delay in deliverable savings within Legal Services.
 - (+£0.021m) annual cost of the Caselines system required by the courts during the pandemic
- 4.61. Non-COVID-19 related budget underspends within the directorate are made up of:
- (-£0.785m) extra income mainly from court costs activities including backlog cases from previous years due to lockdowns.
 - (-£0.056m) of general savings elsewhere within the department.
 - (-£0.149m) of savings from digital services for non-project items.
- 4.62. There are non-COVID-19 budget overspends in the following areas:
- (+£0.133m) pressure within financial management mainly around staffing costs and pension strain.
 - (+£0.194m) pressure on existing transformation team budget linking to staff costs and the restructure.
 - (+£0.139m) combination of overspend between HR and Legal due to restructure and delay in system implementation.
 - (£+0.341m), HR overspends in connection with restructure, redundancy and interim agency costs.
- 4.63. The (-£0.246m) movement since the previous forecasts is due to:

- Over-recovery of court costs income in the last two months of the financial year, plus savings elsewhere within the Revenues team, greater than previously anticipated (£-0.934m).
- Changes to funding requirements in connection with ad-hoc transformation projects (£-0.135m).
- General savings of (£-0.023m) elsewhere within the department previously reported breakeven.
- This has been offset by increased in various staff related costs across the department due to ongoing restructure and pension strains and redundancy (+£0.697m).

Corporate Items

- 4.64. The corporate items forecast is a (+£5.965m) overspend, comprising (+£3.360m) COVID-19 related pressures and non-COVID-19 related net pressures of (+2.605m).
- 4.65. The COVID-19 related corporate budget pressure (+£3.360m, an increase of (+£0.760m) since the previous reported position) relates to:
- The in-year decision to continue the Council Tax Support Hardship Scheme in 2021/22, mirroring the additional £150 deductions scheme that supported residents in 2020/21 (+£2.816m, an increase of +£0.216m since the previous reported position).
 - Costs in relation to the London Wide Mortality Management Group and running of the BECC (+£0.464m, an increase of +£0.464m since the previous reported position).
 - Overspend in respect of levies budget (+£0.080m), previously not recognised as it is COVID-19 related.
- 4.66. The forecast non-COVID-19 variance (+2.606m, a decrease of -£0.391m since the previous reported position) comprises:
- 1.75% pay award (+£2.601m, compared to the base budget assumption of a pay freeze).
 - Underspend on remaining corporate levies budget (£-0.161m), a decrease of (+£0.022m) since the previous reported position.
 - Other small variances including overspends on corporate subscriptions totalling (+£0.245m)
- 4.67. The council received Contain Outbreak Management Fund grant funding totalling £2.403m in 2021/22. This funding has been retrospectively allocated across eligible COVID-19 related expenditure in line with the terms of the grant. This is summarised in **Table 2** based on the relevant central government categories of activity.

Table 2 – Allocation of Contain Outbreak Management

Categories	£m
Vaccine deployment	0.022
Support for vulnerable groups and targeted community interventions	0.584
Other: Prevention, management of local outbreaks and data intelligence, surveillance, and communications	0.250
Compliance and Enforcement: other activities and staff	0.688
Other	0.860
Total	2.403

General Fund Earmarked and General Reserves

- 4.68. A fundamental element of the robustness of the council's annual budget and MTFs is the level of contingency budget, earmarked reserves, and General Fund balance, as determined by the Section 151 Officer.
- 4.69. Even prior to the COVID-19 crisis, the 2020/21 budget report had noted the need for the council to strengthen its financial resilience for budget risks over the medium term. In recent years external auditors have highlighted the comparatively low levels of the council's non-schools reserves and emphasised the importance of maintaining sufficient reserves. Furthermore, the significant expenditure pressures and income shortfalls incurred as a result of COVID-19 have highlighted the underlying level of risk in the council's budget.
- 4.70. The provisional outturn position is net of the transfers to/from earmarked reserves that is summarised in **Table 3** and detailed at **Appendix 4** for agreement.

Table 3 – Summary of Movement in Reserves 2021/22

Type	£m
Drawdowns	(3.475)
Base budget underspends/additional income	12.909
Budgeted	7.589
Transformation Drawdown	(4.615)
Other Timing Difference	5.007
Collection Fund Timing Difference	(7.885)
Movement Between Reserves	(7.181)
TOTAL	2.349

- 4.71. For approval in this report, **Table 4** sets out the movement in GF earmarked and general reserves in 2021/22 and the closing balances as at the end of the financial year. This includes the creation of the following new earmarked reserves based on an assessment of the current risk outlook:
- Capital Financing Reserve – To smooth the impact of capital financing (including interest rate risk) and the revenue impact of capital on the general fund.
 - Energy and Inflation Reserve – To mitigate the risk and smooth the financial impact of rising inflation over the short-to-medium term, particularly in respect of energy prices but also relating to a range of non-pay budgets.

- Islington Assembly Hall Restoration Levy – To earmark the income from the Assembly Hall Restoration Levy fee on tickets for restoration works in future financial years.
 - Dedicated Schools Grant (DSG) – Following advice from external audit as part of the 2020/21 Statement of Accounts process, it was advised that the underspend on the DSG should be transferred to earmarked reserves. This represents a change in accounting treatment.
 - Earmarked Schools Balances – To earmark other schools balances which do not form part of individual schools balances.
- 4.72. The 2021/22 budget included an addition to the council's balance sheet of £4m towards strengthening financial resilience. This is helping towards funding the following movements in GF earmarked reserves within **Table 4**:
- £1.5m added to the Budget Strategy Reserve for the estimated costs of the Non-Recent Child Abuse (NRCA) Support Payment Scheme (SPS) Team to be drawn down over the next three years. This will include day-to-day expenditure on the SPS Team, payments to the external provider, set-up costs and other ad-hoc expenditure.
 - £1.7m transferred to the Insurance Fund following the external, actuarial review of the Insurance Fund at year-end. This maintains the Insurance Fund at the same like-for-like footing as at the previous financial year-end, taking into account future, anticipated claims, liabilities and known risks, and 2021/22 calls on the Insurance Fund that have met settled claims and expenditure.
 - It should be noted for information that the Care Experience Reserve, established previously to cover estimated maximum NRCA SPS claims over the course of the SPS, will increase to £20m in the financial year 2022/23 following changes to the draft SPS following consultation, with this reserve increase agreed as part of the 2022/23 budget report.
- 4.73. A summary of all planned transfers can be found at **Appendix 4**. The Executive is asked to delegate authority to the Section 151 Officer to agree any further movements to/from reserves related to finalising the 2021/22 Statement of Accounts, including Community Infrastructure Levy Reserve movements and Core Funding Reserve movements after the finalisation of the National Non-Domestic Rates outturn.

Table 4 – GF Earmarked and General Reserves

	Opening Balance 1 April 2021 £m	2021/22 Movements £m	Closing Balance 31 March 2022 £m
GF Earmarked Reserves			
BSF PFI Smoothing	5.762	0.007	5.769
Budget Risk and Insurance	25.425	(0.339)	25.087
Budget Strategy	21.111	(1.525)	19.586
Business Continuity	10.000	-	10.000
Care Experience	16.000	-	16.000
Community Infrastructure Levy (CIL)	8.435	(8.239)*	0.196
Core Funding	41.465	(7.885)	33.580
Joint Cemeteries Trading Account	2.107	(0.355)	1.751
Net Zero Carbon	2.548	(0.067)	2.481
Public Health	1.353	0.373	1.726
Social Care	5.985	3.014	8.999
Street Markets	0.260	(0.122)	0.138
Levies Reserve	-	2.726	2.726
DSG	-	5.218	5.218
Assembly Hall Restoration Levy	-	0.018	0.018
Energy and Inflation	-	5.576	5.576
Capital Financing	-	3.120	3.120
Earmarked Schools Balances	-	0.828**	0.828
Total GF Earmarked Reserves	140.451	2.349	142.800
Non-Earmarked GF Reserves			
General Fund (Non Schools)	16.664	5.000	21.664
Schools Balances	10.108	(1.795)**	8.313
Total Non-Earmarked GF Reserves	26.772	3.205	29.977
*Earmarked CIL Reserve has decreased primarily due to a change in accounting estimate whereby the non-administration element of CIL balances will now be held in the Capital Grants Unapplied reserve.			
**Includes a movement in reserves between Schools Balances and earmarked schools balances of £0.650m.			

Council Tax and Business Rates

4.74. The year-end position with regards council tax and business rates was still being finalised at the time of drafting the provisional outturn report and will be incorporated in the 2021/22 Statement of Accounts. In-year budget variances in relation to timing differences on business rates Section 31 grants have been transferred to/from the Core Funding reserve in line with the medium-term financial strategy.

Transformation Fund

- 4.75. Within the council's overall medium-term financial strategy, there is a corporate transformation fund for the one-off revenue costs of projects which aim to improve services and residents' experiences and/or support the delivery of budget savings.
- 4.76. The transformation fund is funded from the council's earmarked reserves. However, the expectation is that costs will be funded in the first instance from available in-year budgets, where possible.
- 4.77. Investment decisions are made in consideration of the benefits to residents, the approved savings the investment will deliver and available funds within the approved reserve.
- 4.78. The 2021/22 drawdowns from the transformation fund are summarised by directorate in **Table 4** and detailed by project in **Appendix 3**.

Table 5 – Forecast 2021/22 Fund Drawdowns

	Month 12 Outturn £m
Adult Social Services	0.797
Children's Services	1.651
Community Wealth Building	1.808
Environment	0.093
Fairer Together	0.131
Homes and Neighbourhoods	0.000
Public Health	0.000
Resources	0.135
Total	4.615

5. Housing Revenue Account (HRA)

- 5.1. The provisional outturn for the HRA is an in-year deficit of (+£18.541m), a (+£8.909m) increase from the previous reported position. The primary reasons for this increase are (+£6.826m) temporary use of Revenue Contribution to Capital Outlay (RCCO) towards the financing of new build and property acquisitions programmes, aligning with the Council's Treasury management strategy to delay external borrowing and as such the associated interest charges by utilising HRA reserves to finance HRA capital expenditure. (+£0.533m) increase in depreciation charges resulting from an upward revaluation of HRA dwelling assets. (+£0.874m) increase in General Management primary due to a reduction in salary capitalisation and (+£0.675m) Capital Financing Costs. The position is summarised in **Appendix 2**.
- 5.2. The HRA is a ring-fenced account, as such the deficit as at 31 March 2022 of £18.541m will be funded from HRA reserves.
- 5.3. It should be noted that the key drivers making up the (+£18.541m) in year deficit and increased call on HRA reserves, namely the increase in RCCO of (+£14.741m), the increase in depreciation of (+£1.197m) and the reduction in salaries capitalised of (+£1.002m) are all in-year technical overspends that will be reversed out in future years by increasing

borrowing and reducing RCCO. As such this increased call on reserves has a neutral impact on the HRA's overall financial position and can be accommodated within the 30-year HRA business plan.

Key HRA variances:

- 5.4. Other Income (-£0.739m), an increase of (-£0.739m) since the previous reported position, relating to HRA receipts under £10,000 including lease extension payments. The increase represents greater than anticipated generation of income from such activities compared to the original budget.
- 5.5. Leaseholder Charges Net (-£0.938m), an increase of (-£0.938m) since the previous reported position) this relates to a combination of:
 - a. an increased income in annual service charges of (-£2.076m) made up of; prior year (2020/21) adjustments of (-£1.3m) and an increase in 2021/22 charges across all heads of charge as compared to the budget of (-£0.800m), +6.5%.
 - b. a reduction in major works charges of (+£1.316m) as compared to the budget. This relates to the continuing impact of delays, arising from the pandemic and the commencement of the new capital works contracts, reducing the number of schemes that include leaseholder works commencing in 2021/22.
- 5.6. Parking Income Shortfall of (+£0.279m), an increase of (+£0.011m) since the previous reported position. Shortfall resulting from a decline in car spaces and garage usage compared to pre-pandemic levels.
- 5.7. Repairs and Maintenance (+£0.608m), an increase of (+£0.020m) since the previous reported position, of which, (+£0.787m) net increase predominately relating to repairs materials and sub-contractor usage and costs, (+£0.205m) carbon monoxide detector installation costs incurred to be complaint with regulation. Partly offset by (-£0.384m) additional gas staffing costs that can be capitalised, not anticipated in the budget.
- 5.8. General Management (+£1.646m), an increase of (+£0.874m) since the previous reported position) of which (+£0.570m) relates to the significant increase in housing disrepair claims received over the past year (60%) which has resulted in the need to increase the Tenant disrepair provision to cover the potential liability of on-going cases. (+£0.529m) increased costs relating to HRA use of temporary accommodation which has seen a sharp increase following the introduction of the Domestic Abuse Act 2021. (+£1.386m) as a result of a reduction in salary capitalisation, this arises because we have moved to a more robust method of allocating staff time between capital schemes & revenue, however it should be noted that this represents a technical overspend which will be offset by future year's reductions in RCCO contributions to fund the major works programme. This is partly offset by (-£0.839m) a favourable variance from a number of service areas, representing 1% of the total General Management budget.
- 5.9. PFI Payments (+£0.381m), an increase of (+£0.381m) since the previous reported position, resulting from increased PFI 2 call-off works (remedial works not within the scope of the contract where costs are paid by the Council) carried out in preparation for PFI 2 street properties returning to Council management from April 2022.

- 5.10. Capital Financing Costs of (+£0.675m), an increase of (+£0.675m) since the previous reported position, relating to a re-alignment in the cost of HRA internal borrowing as compared to 2021/22 budget setting.
- 5.11. Depreciation (+£1.197m), an increase of (+£0.533m) since the previous reported position. An upward revaluation of HRA dwelling assets during 2021/22 has resulted in an increase in annual depreciation charges. Whilst this appears to represent a cost pressure to the HRA, this is a technical overspend. Depreciation costs are transferred to the Major Repairs Reserve (MRR) to fund HRA major works projects, as such, the increase in MRR balances will reduce the use of Revenue Contributions to Capital Outlay (RCCO) over the medium term thus no adverse medium-term impact on the HRA.
- 5.12. Revenue Contributions to Capital Outlay (RCCO) (+£14.741m), an increase of (+£6.826m) since the previous reported position. This primarily represents the temporary use of HRA reserves to finance the new build and acquisitions programmes, in place of borrowing, in order to delay the impact to the HRA of incurring interest charges. In future years RCCO contributions set aside to balance the financing of the major works programme will be swapped for borrowing. This is therefore a temporary increase in the call on HRA reserves.
- 5.13. Bad Debt Provision (-£0.912m), a decrease of (-£0.462m) since the previous reported position. The tenants Bad Debt Provision (amount set aside for dwelling rental income owing that may become uncollectable in the future) as at 31 March 2022 stands at £7.301m, representing a cover rate of 47% against total tenant rent and service charge arrears. Lower rent arrear levels have meant that the requirement to increase the tenants Bad Debt Provision was lower than anticipated as compared to the budget (-£0.713m). Similarly, the required increase to the Leaseholder Bad Debt Provision was also lower than anticipated (-£0.199m).
- 5.14. Heating Charges - this relates to gas costs levied to tenants and leaseholders who benefit from our communal heating systems. A tenant heating reserve account is in place aimed to smooth out the year-on-year volatility of gas costs. As part of the 2021/22 budget setting process, based on estimated gas costs and heating charges set, it was anticipated that a contribution from the tenants heating reserve of (-£0.153k) would be required. However, due to actual gas costs being lower than expected, contrary to the above, a contribution to the tenant heating reserve (+£0.187m) is now necessary.

The reduced costs will be passed back to leaseholders as part of the service charge actualisation billing process.

6. Capital Programme

- 6.1. Capital expenditure of £128.359m (£26m less than forecast at Month 10) has been delivered against the revised 2021/22 budget of £163.326m, representing 78% spend against budget. The variance from budget is predominantly due to non-COVID-19 related delays across the programme.
- 6.2. This is summarised between the non-housing and housing capital programme in **Table 6** and detailed in **Appendix 5**.

Table 6 – Capital Outturn 2021/22

	Revised 2021/22 Budget £m	2021/22 Expenditure £m	Capital Variance (Under)/Over £m
Non-Housing	27.565	18.921	(8.644)
Housing	135.761	109.491	(26.270)
Total Programme	163.326	128.411	(34.915)

6.3. The financing of the 2021/22 capital programme is summarised in **Table 7**.

Table 7 – Financing of 2021/22 Capital Programme

	£m
Capital Grants and Third-Party Contributions	25.617
Capital Receipts	9.728
HRA – Major Repairs Reserve	33.462
HRA – Revenue Account	46.604
General Fund – Revenue Account	0.000
General Fund - Borrowing	13.000
Total	128.411

6.4. The capital budget changes since the previous reported position are summarised in **Table 8**.

Table 8 – 2021/22 Capital Budget Changes Since Previous Reported Position

Directorate	Month 10 Budget £m	Increase/ (Decrease) £m	Month 12 Budget £m	Explanation of Variance
Community Wealth Building	5.540	(0.352)	5.188	(-£0.352m) There was a net nil transfer between CWB & Environment relating to the Compliance and Modernisation budget
Environment	15.124	0.283	15.407	(£0.352m) There was a net nil transfer between CWB & Environment relating to the Compliance and Modernisation budget (-£0.539m) relates to removal of a notional legacy S106 Budget. (-£0.785m) relates to other changes in S106 budgets. (£2.488m) relates to additional and new grant funding from TFL. (-£1.234m relates to transfers to revenue
People	6.970	-	6.970	No Variance.
Housing	135.761	-	135.761	No Variance.
Total Programme	163.395	(0.069)	163.326	

6.5. Beyond 2021/22, the council has approved a capital programme totalling £614m over the three years 2022/23 to 2023/24. The approved capital programme will be reviewed and re-profiled as part of budget monitoring in 2022/23, including the impact of the reprofiling from 2021/22.

7. Implications

- 7.1. Financial Implications: These are included in the main body of the report.
- 7.2. Legal Implications: The law requires that the council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance (Section 28 Local Government Act 2003: the council's Financial Regulations 3.7 to 3.10 Revenue Monitoring and Control).
- 7.3. Environmental Implications: This report does not have any direct environmental implications.
- 7.4. Equality Impact Assessment: The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a

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

- 7.5. An equality impact assessment (EQIA) was carried out for the 2021/22 Budget Report agreed by Full Council. This report notes the financial performance to date but does not have direct policy implications, therefore a separate EQIA is not required for this report.

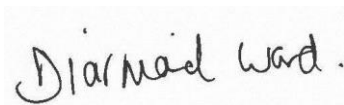
Appendices:

- Appendix 1 – General Fund Revenue Monitoring by Variance
- Appendix 2 – Revenue by Service Area
- Appendix 3 – 2021/22 Calls on Transformation Fund
- Appendix 4 – 2021/22 Transfers to and from Reserves
- Appendix 5 – Capital Programme

Background papers: None

Final report clearance:

Signed by:

A handwritten signature in black ink that reads "Diarmuid Ward." The signature is written in a cursive style and is centered within a light grey rectangular box.

Executive Member for Finance, Planning and Performance

Date: 5 July 2022

Responsible Officer:

Dave Hodgkinson, Corporate Director of Resources

Report Authors:

Martin Houston, Assistant Director (Corporate Finance)

Tony Watts, Strategic Finance Manager - MTFS

Lucy Crabb, Deputy Finance Manager - MTFS

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

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Appendix 1: 2021/22 General Fund Key Variances - Month 12

Division	Type of Variance	Description	Over/(Under) Spend Month 12 £m
ADULT SOCIAL SERVICES			
Integrated Community Services	COVID-19 Additional Cost	COVID-19 additional demand from Hospital Discharge Schemes	2.481
Integrated Community Services	COVID-19 Additional Cost	COVID-19 placements from Hospital Discharge Scheme 3	1.958
Integrated Community Services	Non COVID-19 Cost Pressure	Care UK Bed Vacancies	2.544
Integrated Community Services	Non COVID-19 Cost Pressure	Additional demand above demographic allocation for Older People	0.268
Integrated Community Services	Non COVID-19 Cost Pressure	Mental Health Care Placements	0.089
Strategy & Commissioning	Underspend	HRS Related Support Additional Saving	(0.216)
Integrated Community Services	Non COVID-19 Cost Pressure	Assistive Technology Saving Reprofiled	0.150
Integrated Community Services	Non COVID-19 Cost Pressure	Demand Management Saving Reprofiled	0.250
Integrated Community Services	Underspend	Additional Client Contribution due to increased placements	(0.583)
Strategy & Commissioning	Underspend	Transport Underspend from Day Centre Closures	(0.353)
Integrated Community Services	Underspend	Safeguarding Deprivation of Liberties (DOLS) Assessments	(0.304)
Adult Social Care	COVID-19 External Funding	Infection Control & Rapid Testing Costs	2.118
Adult Social Care	COVID-19 External Funding	Infection Control & Rapid Testing Grants	(2.118)
Integrated Community Services	COVID-19 External Funding	NHS funding for Discharge scheme 3	(1.705)
Integrated Community Services	Non-COVID-19 External Funding	Workforce Recruitment and Retention Fund	(2.478)
Integrated Community Services	Non-COVID-19 External Funding	Workforce Recruitment and Retention Costs	2.478
Integrated Community Services	Non-COVID-19 External Funding	Adult Social Care Omicron Support Fund	(0.321)
Total ASS			4.258
<i>Of which CV-19 pressures</i>			<i>2.734</i>
CHIEF EXECUTIVE			
Communications	COVID-19 Loss of Income	Lost advertising income	0.010
Communications	COVID-19 Additional Cost	Additional costs throughout the service in response to COVID-19	0.247
Communications	Non COVID-19 Cost Pressure	Costs to convert all Council website documents into accessible formats to meet legal requirements	0.155
Communications	Non COVID-19 Cost Pressure	Costs relating to the More Equal Islington project	0.130
Communications	Non COVID-19 Cost Pressure	Print Services overspend mainly due to agency and additional IT costs	0.032
Communications	Underspend	Net underspends on running costs throughout Communications	(0.025)
Chief Executive's Office	Underspend	Underspend on supplies and services within the Chief Executive's Office	(0.012)
Communications	Underspend	Additional income within Print Services	(0.007)
Total Chief Executive			0.530
<i>Of which CV-19 pressures</i>			<i>0.257</i>
CHILDREN'S SERVICES			
Young Islington	COVID-19 Additional Cost	Loss of commercial income in relation to the universal youth offer	0.326
Safeguarding and Family Support	COVID-19 Additional Cost	Pressure against the children's social care placements budget	1.888
Safeguarding and Family Support	COVID-19 Additional Cost	Locum social workers employed to manage increased caseloads and complexity of cases due to COVID-19	0.107
Early Intervention and Prevention	COVID-19 Loss of Income	Impact of self-isolation and potential structural reduction in demand for paid for childcare provision post COVID-19	0.259
Learning and Culture	COVID-19 Additional Cost	Increased cost of SEN transport due to COVID-19 and loss of curriculum income. This pressure is before drawing down provisional demographic growth allocations.	0.136
Learning and Culture	COVID-19 Loss of Income	Reduction in income at Cardfields due to COVID-19	0.135
Learning and Culture	COVID-19 Additional Cost	Cost of Chromebooks for FSM pupils billed in 2021/22 that were funded by grant income recognised in 2020/21	0.054
Young Islington	Non COVID-19 Cost Pressure	Increased activity in regard to secure remand / reduction in grant funding from the Youth Justice Board	0.292
Young Islington	Underspend	Net staffing underspend in Young Islington - early delivery of savings	(0.137)
Young Islington	Non COVID-19 Cost Pressure	External costs incurred in relation to 2020/21 but charged for in 2021/22	0.075
Young Islington	Underspend	Net underspend across play and youth partly due to the application of external holiday activities and food funding	(0.187)
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Additional demography related cost pressure - there have been increased numbers of care leavers in recent years (35% increase since 17/18) and the Independent Futures service is facing increasing capacity issues to meet increased demand. This is creating an ongoing staffing cost pressure.	0.262
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Underlying pressures in relation to care proceedings have continued in 2021/22	0.388
Safeguarding and Family Support	Non COVID-19 Cost Pressure	SEND transport related cost pressure in relation looked after children in out of borough provision	0.074
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Partners in Practice funding extension agreed by the DfE but could not be accounted for as a receipt in advance - grant income recognised in full in 2020/21, therefore this is a timing issue.	0.044
Safeguarding and Family Support	Non COVID-19 Cost Pressure	National Assessment Accreditation Grant funding recognised in previous years but with commitments in 2021/22, therefore this is a timing issue.	0.069
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Regional Adoption Agency and Adoption Consortium Pooled budgets - commitments against income recognised in previous years	0.021
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Increased demand for temporary accommodation	0.098
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Net staffing and non-staffing cost pressures across Safeguarding and Family Support	0.721
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Foster carer housing adaptation costs	0.050
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Cost pressures in the Emergency Duty Team	0.003
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Cost pressure in relation to short breaks and direct payments	0.079
Safeguarding and Family Support	Underspend	Surplus UASC income due to a recent increase in the number of UASC in the borough.	(0.505)
Safeguarding and Family Support	Underspend	ISCB underspend that belongs to the local authority and its partners. This balance will be used by the ISCB in future years.	(0.083)
Early Intervention and Prevention	Non COVID-19 Cost Pressure	Commitments in Early Help against the multi-year budget provision (Fairer Together and Children's). Income recognised in full in 2020/21, therefore this is a timing issue.	0.297
Early Intervention and Prevention	Underspend	Unallocated grant aid budget due to reduced take up of early childhood provision in the voluntary sector	(0.161)
Early Intervention and Prevention	Underspend	Underspend against the budget for lunch bunch and out of school childcare provision due to full utilisation of external holiday activities and food programme funding	(0.167)
Early Intervention and Prevention	Underspend	Underspend against Bright Start staffing and activities budgets	(0.123)
Early Intervention and Prevention	Underspend	Net staffing underspends across Early Intervention and Prevention	(0.112)
Early Intervention and Prevention	Non COVID-19 Cost Pressure	Management information costs that cannot be capitalised	0.042
Learning and Culture	Non COVID-19 Cost Pressure	Legal costs in relation to SEND appeals	0.011
Learning and Culture	Non COVID-19 Cost Pressure	Increase in operational capacity of SEND Team to meet significantly increased caseloads as per the agreed SEND strategy and in line with our statutory duties.	0.016
Learning and Culture	Underspend	Reduction in cost of universal free school meals due to an expected reduction in pupil numbers and an increase in government funded free school meal FSM eligibility	(0.255)
Learning and Culture	Non COVID-19 Cost Pressure	Increased cost of school uniform grants as FSM numbers increase	0.030
Learning and Culture	Non COVID-19 Cost Pressure	Increased cost of Post-16 bursary as FSM numbers increase	0.027
Learning and Culture	Non COVID-19 Cost Pressure	Islington Trauma Informed Practices in Schools - structural shortfall to continue project.	0.080
Learning and Culture	Underspend	Unallocated budget for Islington Community of Schools	(0.015)
Learning and Culture	Non COVID-19 Cost Pressure	Net staffing and traded income pressures across Learning and Culture	0.426
Learning and Culture	Non COVID-19 Cost Pressure	Structural shortfall in the Schools HR budget	0.097
Learning and Culture	Non COVID-19 Cost Pressure	Increased charges from Digital Services	0.040
Learning and Culture	Underspend	Underspend against the budget for short breaks	(0.068)
Health Commissioning	Non COVID-19 Cost Pressure	Consultancy cost pressure in health commissioning	0.028
Directorate	Non COVID-19 Cost Pressure	Agency cost pressure in the management team	0.113
Directorate	Non COVID-19 Cost Pressure	Other staffing cost pressures across the service	0.400
Total Children's Services			4.875
<i>Of which CV-19 pressures</i>			<i>2.905</i>
COMMUNITY WEALTH BUILDING			
Corporate Landlord	COVID-19 Loss of Income	Lost income from Assembly Hall Events	0.498
Corporate Landlord	COVID-19 Additional Cost	Additional enhanced cleaning due to COVID-19	0.298
Corporate Landlord	COVID-19 Additional Cost	Anticipated expenditure likely to be incurred as a result of COVID-19 hygiene maintenance of Assembly Hall: Air Handling System/Power upgrade to incorporate air handling/technological modification/IT/PPE	0.063
Corporate Landlord	COVID-19 Reduction in Cost	Reduced costs due to not holding events in Assembly Hall	(0.162)
Corporate Landlord	Non COVID-19 Cost Pressure	Forecast loss in commercial property income due to difficult market conditions	0.075
Corporate Landlord	Underspend	Underspend on staffing costs due vacancies pending restructure in the division	(0.357)
Corporate Landlord	Non COVID-19 Cost Pressure	Underspend on property and running costs	(0.857)
Corporate Landlord	Non-COVID-19 External Funding	Additional grants income received from Arts Council	(0.249)
Corporate Landlord	Underspend	Underspend on cleaning due to additional internal recharges income from Adult Social Services	(0.300)
Corporate Landlord	Underspend	Additional recharges due to additional cleaning and postage	(0.448)
Corporate Landlord	Underspend	Underspend on supplies and services	(0.098)
Capital Delivery Team	Non COVID-19 Cost Pressure	Non-capitalisable costs such as printing, staffing costs	0.083
Directorate	Non COVID-19 Cost Pressure	Staffing pressure due to business support for the directorate	0.189
Directorate	Non COVID-19 Cost Pressure	Contribution to the Waking Watch programme at Hungerford estate	0.958
Planning & Development	Non COVID-19 Cost Pressure	Staffing pressure due difficulty in recruiting permanent staff and use of agency	0.315

Appendix 1: 2021/22 General Fund Key Variances - Month 12

Division	Type of Variance	Description	Over/(Under) Spend Month 12
			£m
Planning & Development	Non COVID-19 Cost Pressure	Additional services such as advertising and legal fees	0.171
Planning & Development	Non COVID-19 Cost Pressure	Lost income due to reduction in levels of Planning activity	0.252
Procurement	Non COVID-19 Cost Pressure	Staffing cost pressure due to agency costs	0.011
Inclusive Economy	Non COVID-19 Cost Pressure	Staffing pressure due to vacancy factor not met and carryforward income that was received last year but budget was not loaded this year	0.073
Total CWB			0.515
<i>Of which CV-19 pressures</i>			<i>0.697</i>
ENVIRONMENT			
Environment & Commercial Operations	COVID-19 Loss of Income	Deferral of rent received from GLL for most of 21/22	2.038
Environment & Commercial Operations	COVID-19 Loss of Income	Reduced levels of bay occupancy in 1st quarter	2.920
Environment & Commercial Operations	COVID-19 Loss of Income	Reduced levels of permits and vouchers in 1st quarter	0.631
Environment & Commercial Operations	COVID-19 Loss of Income	Reduced levels of commercial waste income in 1st half of year	1.367
Environment & Commercial Operations	COVID-19 Loss of Income	Reduced income in park sports/events in 1st half of year	0.120
Public Protection	COVID-19 Additional Cost	Additional overtime/allowances/mortuary costs as a result of COVID-19	0.203
Public Protection	COVID-19 Loss of Income	Shortfall in Registrars income	0.047
Public Protection	COVID-19 Loss of Income	Licensing/Table & Chairs/Pest Control - Reduced income in 1st half of year	0.318
Public Protection		Temporary Pavement Licensing New Burden Payment	(0.051)
Environment & Commercial Operations	COVID-19 Reduction in Cost	Anticipated reduction in levy due to reduced commercial waste sales	(0.786)
Environment & Commercial Operations	Non COVID-19 Cost Pressure	Net overspend on agency costs mainly due to annual leave cover	0.753
Environment & Commercial Operations	Non COVID-19 Cost Pressure	Additional costs on employee costs, financial charges & NSL/PCN debt registration	1.088
Environment & Commercial Operations	Non COVID-19 Cost Pressure	Additional costs within Greenspace & Leisure mainly due to tree planting	0.155
Environment & Commercial Operations	Underspend	Underspend on supplies/services and other running costs	(0.144)
Public Protection	Non COVID-19 Cost Pressure	Net overspend on employee costs as a result of the vacancy factor	0.182
Public Protection	Non COVID-19 Cost Pressure	Additional spend forecast on running costs	0.273
Department Wide	Non COVID-19 Cost Pressure	Combined net overspend throughout the remaining divisions in the department	0.025
Department Wide	Underspend	Additional Parking income from Parking, House in Multiple Occupation Licensing, Streetworks fees and other fee income	(7.238)
Total Environment			1.901
<i>Of which CV-19 pressures</i>			<i>6.807</i>
Fairer Together			
We are Islington	COVID-19 Additional Cost	We are Islington - Additional overtime/salary related expenditure incurred due to extra support and assistance provided to vulnerable, isolating and communities at large	0.220
We are Islington	COVID-19 External Funding	Practical Support Payments Grant	(0.220)
Fairer Together Management	Non COVID-19 Cost Pressure	Bright Lives set up costs	0.430
Fairness and Equalities	Non COVID-19 Cost Pressure	Fairness and Equalities net overspend on employee costs	0.237
Resident Experience	Underspend	Net underspends across Resident Experience service	(0.517)
Strategy & Commissioning	Underspend	Vacancies across the service	(0.150)
Total Fairer Together			0.000
<i>Of which CV-19 pressures</i>			<i>0.000</i>
HOMES & NEIGHBOURHOODS			
Housing Needs	Non COVID-19 Cost Pressure	Legal Costs - Pertaining to challenges to housing decisions. Fees for defence and third party legal fees in cases of defeat.	0.024
Housing Needs	Non COVID-19 Cost Pressure	Islington Lettings - charges for voids and uncollected rent	0.314
Housing Needs	Non COVID-19 Cost Pressure	SHPS (Single Persons Homelessness Prevention Scheme) - Unbudgeted contract	0.371
Housing Needs	Underspend	Temporary Accommodation: Nightly Booked/PSL	(1.460)
Housing Needs	Non COVID-19 Cost Pressure	Community Safety General Overspend	0.036
Housing Needs	Non COVID-19 External Funding	Housing General Fund Non COVID-19 Grants	(1.837)
Housing Needs	COVID-19 Additional Cost	Homelessness services - Estimated cost of COVID-19 related cases in temporary accommodation	0.526
Housing Needs	COVID-19 Additional Cost	Rough sleeping - accommodating and supporting those brought into alternative accommodation as a result of COVID-19. Provision is through Hotels.	(0.322)
Housing Needs	COVID-19 Additional Cost	Housing - other excluding HRA: Non-Recourse to Public Funds and Incentive Payments to Landlords.	0.389
Housing Needs	COVID-19 Loss of Income	Other income losses - potential write offs of uncollected rent rising as a consequence of COVID-19 hardship	0.199
Housing Needs	COVID-19 Additional Cost	Vaccine Programme management costs	0.070
Total H&N			(1.690)
<i>Of which CV-19 pressures</i>			<i>0.862</i>
PUBLIC HEALTH			
Other Public Health	Non COVID-19 Cost Pressure	Predominantly due to changes in staffing and one-off Public Health projects commencing in 21/22. Majority of these projects in Other PH will not be funded from reserves.	0.542
Sexual Health	Underspend	Activity has been low throughout 21/22. Consequently the division has continued to pay baseline tariffs to NHS providers. Lower levels of PREP activity and delay to building refurbishment work for YPSH has contributed to the underspend.	(1.122)
Substance Misuse	Non COVID-19 Cost Pressure	The department is still continuing with the commission of withdrawal services and homelessness health services	0.129
Public Health	Non COVID-19 Cost Pressure	Small underspend in the other remaining PH divisions	(0.044)
Public Health	COVID-19 Additional Cost	Mainly due to an increase in online access to STI testing, treatment and online contraception	0.634
Total Public Health			0.139
<i>Of which CV-19 pressures</i>			<i>0.634</i>
RESOURCES DIRECTORATE			
Digital Services	COVID-19 Additional Cost	IT infrastructure costs	0.167
Digital Services	COVID-19 Additional Cost	IT equipment purchased and shipped for people whilst WFH, chargers, mobiles, headphones etc.	0.023
Digital Services	COVID-19 Additional Cost	Cost of additional helpdesk/engineer support (weekend work / overtime)	0.054
Digital Services	COVID-19 Additional Cost	Resource Costs	0.220
Digital Services	COVID-19 Additional Cost	Additional devices	0.089
Digital Services	COVID-19 Additional Cost	Courier/Transport Cost	0.137
Digital Services	COVID-19 Additional Cost	Software Subscriptions	0.093
Digital Services	COVID-19 Additional Cost	Support/Maintenance costs as a result of COVID-19	0.069
Digital Services	COVID-19 Additional Cost	Update Wi-Fi in key buildings to enable social distancing	0.290
Digital Services	COVID-19 Additional Cost	Fit out Council Chamber for broadcast	0.129
Digital Services	COVID-19 Additional Cost	Audio/Visual fit out	0.024
Digital Services	COVID-19 Additional Cost	Project overrun	0.221
Digital Services	COVID-19 Additional Cost	Digital Trainers	0.038
Digital Services	COVID-19 Additional Cost	PSN Remediation & Compliance (COVID-19 delay)	0.169
Digital Services	COVID-19 Additional Cost	Server 2008 migrations (COVID-19 delay)	0.147
Digital Services	COVID-19 Additional Cost	Working From Home Support Scheme - IT and furniture	0.109
Legal	COVID-19 Additional Cost	Delays on legal case management project	0.100
Legal	COVID-19 Loss of Income	Lost income due to reduction in legal service in regards to planning and property matters	0.048
Legal	COVID-19 Additional Cost	Due to procurement of the Caselines systems which allow digital submission of cases - since C-19 restrictions began	0.021
Resources Directorate	Non COVID-19 Cost Pressure	General Overspends across the department from restructure, staffing, pensions strains and delay in system implementation	0.807
Digital Services	Underspend	Saving on non project items	(0.149)
Revenue & Technical Services	Underspend	Recovery through court costs	(0.785)
Finance Directorate	Underspend	General Savings on various running costs	(0.056)
Corporate Funding		Anticipated funding for Transformation Projects including reviews and restructure	(0.098)
Corporate Funding		Additional funding in connection with the finance system review	(0.038)
Total Resources			1.829
<i>Of which CV-19 pressures</i>			<i>2.148</i>
Directorates Total			12.357
<i>Of which CV-19 pressures</i>			<i>17.044</i>
CORPORATE			
Council Tax	COVID-19 Additional Cost	Local Council Tax Support Hardship scheme 2021/22 - Mirroring £150 deduction scheme provided in 2020/21.	2.816
Other	Non COVID-19 Cost Pressure	Cost of 2021/22 pay award, in contrast to pay freeze assumed at 2021/22 budget setting and Discretionary pay award for low-income workers	2.601
Other	Non COVID-19 Cost Pressure	Small variances including Apprenticeship Levy and Corporate Subscriptions	0.245
Levies	Underspend	Underspend on Corporate Levies Budget	(0.161)
Covid/business grants	COVID-19 Additional Cost	Costs in relation to Mortality Management Costs and the BECC	0.464
Total Corporate Items			5.965
<i>Of which CV-19 pressures</i>			<i>3.360</i>

Appendix 1: 2021/22 General Fund Key Variances - Month 12

Division	Type of Variance	Description	Over/(Under) Spend Month 12
			£m
OVERALL GENERAL FUND			18.323
		<i>Of which CV-19 pressures</i>	20.404
		COVID-19 Grants	(12.110)
		SFC Q1 Compensation (Initial Estimate)	(2.395)
		Assumed Call on Contingency Budget	0.000
		COVID-19 Contingency Budget	(5.500)
FORECAST NET GENERAL FUND			(1.682)
		Transfer to Inflation Smoothing Reserve	1.682
FORECAST NET GENERAL FUND			0.000

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Appendix 2: 2021/22 Budget Monitoring by Service Area - Month 12

GENERAL FUND					
	Net Budget	Forecast	Over/(Under)	Over/(Under)	Movement
		Outturn	Spend	Spend	
	£m	£m	Month 12	Month 10	
			£m	£m	
ADULT SOCIAL SERVICES					
Adult Social Care	(12.542)	(12.542)	0.000	0.000	0.000
In House Services	7.500	7.500	0.000	0.000	0.000
Integrated Community Services	34.166	38.993	4.827	4.695	0.132
Learning Disabilities	28.872	28.872	0.000	0.000	0.000
Strategy & Commissioning	16.539	15.970	(0.569)	(0.498)	(0.071)
Total Adult Social Services	74.536	78.793	4.258	4.197	0.061
<i>Of which CV-19 pressures</i>			<i>2.734</i>	<i>3.369</i>	<i>(0.635)</i>
CHIEF EXECUTIVE'S DIRECTORATE					
Chief Executive's Office	(0.050)	(0.062)	(0.012)	0.000	(0.012)
Communications	1.471	2.013	0.542	0.412	0.129
Total Chief Executive's	1.421	1.951	0.530	0.412	0.118
<i>Of which CV-19 pressures</i>			<i>0.257</i>	<i>0.010</i>	<i>0.247</i>
CHILDREN'S SERVICES					
Young Islington	5.775	6.144	0.369	1.033	(0.664)
Safeguarding and Family Support	47.365	50.581	3.216	3.076	0.141
Learning and Culture	31.787	32.501	0.714	0.846	(0.132)
Early Intervention & Prevention	13.340	13.375	0.035	0.738	(0.703)
Health Commissioning	0.808	0.836	0.028	0.000	0.028
Directorate	0.443	0.956	0.513	0.160	0.353
Total Children's Services	99.518	104.393	4.875	5.852	(0.977)
<i>Of which CV-19 pressures</i>			<i>2.905</i>	<i>2.937</i>	<i>(0.032)</i>
COMMUNITY WEALTH BUILDING					
Community Finance Resilience	3.086	3.086	0.000	(0.000)	0.000
Corporate Landlord	4.934	3.397	(1.537)	0.109	(1.646)
Capital Delivery Team	0.092	0.175	0.083	0.000	0.083
Directorate	0.174	1.321	1.147	1.004	0.143
Inclusive Economy	1.537	1.610	0.073	0.059	0.014
Planning & Development	1.068	1.806	0.738	0.831	(0.093)
Procurement	1.075	1.086	0.011	0.000	0.011
Total Community Wealth Building	11.966	12.481	0.515	2.003	(1.488)
<i>Of which CV-19 pressures</i>			<i>0.697</i>	<i>0.734</i>	<i>(0.037)</i>
ENVIRONMENT					
Business Performance & Improvement	1.271	1.299	0.028	0.011	0.017
Climate Change & Transport	13.673	13.179	(0.494)	(0.163)	(0.331)
Directorate	0.293	0.269	(0.024)	0.000	(0.024)
Environment & Commercial Operations	(4.931)	(2.295)	2.636	3.000	(0.364)
Public Protection	5.214	4.969	(0.245)	(0.130)	(0.116)
Total Environment	15.519	17.420	1.901	2.720	(0.819)
<i>Of which CV-19 pressures</i>			<i>6.807</i>	<i>7.503</i>	<i>(0.696)</i>
FAIRER TOGETHER					
Management	0.178	0.478	0.430	0.000	0.430
Integrated Strategic Commissioning	0.684	0.538	(0.146)	0.000	(0.146)
Resident Experience	3.197	2.681	(0.517)	0.163	(0.680)
Community Partnerships	2.925	2.921	(0.004)	0.000	(0.004)
Early Intervention & Prevention	0.743	0.743	0.000	0.000	0.000
Fairness & Equalities	0.400	0.637	0.237	0.000	0.237
Total Fairer Together	8.127	7.998	(0.000)	0.163	(0.163)
<i>Of which CV-19 pressures</i>			<i>0.000</i>	<i>0.163</i>	<i>(0.163)</i>
HOMES AND NEIGHBOURHOODS					
Temporary Accommodation (Homelessness Direct)	1.944	0.845	(1.099)	(0.423)	(0.676)
Housing Needs (Homelessness Indirect)	1.795	1.157	(0.638)	(0.372)	(0.266)
Housing Strategy and Development	0.069	0.068	(0.001)	(0.001)	(0.000)
Housing Administration	11.895	11.972	0.077	0.000	0.077
No Recourse to Public Funds	1.207	1.142	(0.065)	(0.020)	(0.045)
Community Safety	0.487	0.523	0.036	0.150	(0.114)
Total Homes and Neighbourhoods	17.397	15.707	(1.690)	(0.666)	(1.024)
<i>Of which CV-19 pressures</i>			<i>0.862</i>	<i>0.858</i>	<i>0.004</i>

Appendix 2: 2021/22 Budget Monitoring by Service Area - Month 12

	Net Budget	Forecast Outturn	Over/(Under) Spend Month 12	Over/(Under) Spend Month 10	Movement
	£m	£m	£m	£m	
PUBLIC HEALTH					
Children 0-5 Public Health	3.672	3.772	0.100	0.100	(0.000)
Children and Young People	2.332	2.326	(0.006)	(0.007)	0.001
NHS Health Checks	0.265	0.155	(0.110)	(0.110)	0.000
Obesity and Physical Activity	0.689	0.649	(0.040)	(0.045)	0.005
Other Public Health	(19.799)	(19.218)	0.581	0.779	(0.198)
Sexual Health	6.144	5.618	(0.526)	(0.569)	0.043
Smoking and Tobacco	0.455	0.466	0.011	0.043	(0.032)
Substance Misuse	6.897	7.026	0.129	0.184	(0.055)
Total Public Health	0.655	0.794	0.139	0.375	(0.236)
<i>Of which CV-19 pressures</i>			<i>0.634</i>	<i>0.987</i>	<i>(0.353)</i>
RESOURCES					
Director of Resources	1.340	1.284	(0.056)	(0.034)	(0.022)
Digital Services	13.134	14.963	1.829	0.003	1.826
Digital Services Projects	0.000	0.000	0.000	1.936	(1.936)
Financial Management	3.184	3.317	0.133	0.335	(0.202)
Revenues & Technical Services	4.182	3.397	(0.785)	(0.197)	(0.588)
Community Finance Resilience	(1.372)	(1.372)	0.000	0.000	0.000
Internal Audit	0.752	0.752	0.000	(0.130)	0.130
Law & Governance	4.540	4.848	0.308	0.162	0.146
Human Resources	3.371	3.712	0.341	0.000	0.341
Transformation Team	0.887	1.081	0.194	0.000	0.194
Corporate Funding for Ad-hoc Projects			(0.136)		(0.136)
Total Resources	30.018	31.982	1.828	2.075	(0.247)
<i>Of which CV-19 pressures</i>			<i>2.148</i>	<i>2.105</i>	<i>0.043</i>
Directorates Total	259.157	271.519	12.357	17.132	(4.775)
<i>Of which CV-19 pressures</i>			<i>17.044</i>	<i>18.666</i>	<i>(1.622)</i>
CORPORATE					
Other	10.027	14.671	4.644	0.000	4.644
Levies	18.490	18.329	(0.161)	0.000	(0.161)
Corporate Financing	(0.166)	(0.166)	0.000	0.000	0.000
Specific Grants	(26.396)	(28.194)	(1.798)	0.000	(1.798)
Technical	(53.032)	(53.032)	0.000	0.000	0.000
Reserves	(14.078)	(14.078)	0.000	2.600	(2.600)
Provisions	2.257	2.257	0.000	0.000	0.000
Council Tax	(76.594)	(73.778)	2.816	3.179	(0.363)
Core Funding	(116.503)	(116.503)	0.000	(0.183)	0.183
Covid/business grants	0.000	0.464	0.464	0.000	0.464
Pensions	(3.163)	(3.163)	0.000	0.000	0.000
Total Corporate Items	(259.158)	(253.193)	5.966	5.596	0.369
<i>Of which CV-19 pressures</i>			<i>3.360</i>	<i>2.600</i>	<i>0.760</i>
TOTAL GENERAL FUND	(0.001)	18.326	18.323	22.727	(4.405)
<i>Of which CV-19 pressures</i>			<i>20.404</i>	<i>21.266</i>	<i>(0.862)</i>
COVID-19 Grant Tranche 5 & 21/22 COMF Allocation			(12.110)	(11.714)	(0.396)
SFC Compensation			(2.395)	(2.423)	0.028
General Contingency			0.000	(4.291)	4.291
COVID-19 Contingency			(5.500)	(5.500)	0.000
NET GENERAL FUND			(1.682)	(1.200)	(0.482)
Transfer to Energy and Inflation Reserve			1.682	0.000	1.682
NET GENERAL FUND			(0.000)	(1.200)	1.200

Appendix 2: 2021/22 Budget Monitoring by Service Area - Month 12

HOUSING REVENUE ACCOUNT(HRA)				
Service Area	Net Budget	Forecast	Outturn	Over/(Under) Spend Month 12
	£m	£m	£m	£m
Dwelling Rents	(159.881)	(160.480)	(160.480)	(0.599)
Tenant Service Charges	(18.260)	(18.584)	(18.584)	(0.324)
Non Dwelling Rents	(1.600)	(1.517)	(1.517)	0.083
Heating Charges	(1.947)	(2.057)	(2.057)	(0.110)
Leaseholder Charges	(15.700)	(16.638)	(16.638)	(0.938)
Parking Income	(2.397)	(2.118)	(2.118)	0.279
PFI Credits	(22.855)	(22.855)	(22.855)	0.000
Interest Receivable	(0.990)	(0.834)	(0.834)	0.156
Contribution from the General Fund	(0.816)	(0.816)	(0.816)	0.000
Transfer from HRA Reserves	(19.010)	(35.359)	(35.359)	(16.349)
Other Income	(0.500)	(1.239)	(1.239)	(0.739)
Income	(243.956)	(262.497)	(262.497)	(18.541)
Repairs and Maintenance	35.473	36.081	36.081	0.608
General Management	55.841	57.487	57.487	1.646
PFI Payments	45.704	46.085	46.085	0.381
Special Services	24.724	24.640	24.640	(0.084)
Rents, Rates, Taxes & Other Changes	0.990	1.092	1.092	0.102
Capital Financing Costs	15.933	16.608	16.608	0.675
Depreciation (mandatory transfer to Major Repairs Reserve)	31.178	32.375	32.375	1.197
Revenue Contributions to Capital Expenditure	31.863	46.604	46.604	14.741
Bad Debt Provisions	2.250	1.338	1.338	(0.912)
Contingency	0.000	0.000	0.000	0.000
Transfer to HRA Reserves	0.000	0.187	0.187	0.187
Expenditure	243.956	262.497	262.497	18.541
(Surplus)/Deficit	0.000	0.000	0.000	0.000

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**Appendix 3: 2021/22 Transformation Fund Drawdowns
Provisional Outturn Report**

Directorate	Title	M12 Actual Drawdown Required 2021/22 £m	M10 Forecast Drawdown 2021/22 £m	Movement
Adult Social Care	Learning Disability Reviews	0.011	0.011	0.000
Adult Social Care	Adult Social Care Transformation Phase 1	0.301	0.331	(0.030)
Adult Social Care	Adult Social Care Transformation Phase 2	0.000	0.000	0.000
Adult Social Care	Assistive Technology	0.372	0.500	(0.128)
Adult Social Care	ASC Strength Based Reviews (Annual Review of Packages of Care)	0.113	0.113	0.000
TOTAL ADULT SOCIAL CARE		0.797	0.955	(0.158)
Children's Services	Children's Social Care Transformation	1.248	1.248	0.000
Children's Services	Children's Transformation Manager	0.100	0.100	0.000
Children's Services	Foster Care Housing Adaptation Scheme (PM cost)	0.066	0.066	0.000
Children's Services	ASIP (Adolescent support intervention project)	0.237	0.354	(0.117)
TOTAL CHILDREN'S SERVICES		1.651	1.768	(0.117)
Community Wealth Building	Corporate Asset Strategy	0.233	0.233	0.000
Community Wealth Building	Procurement Capacity	0.000	0.125	(0.125)
Community Wealth Building	FutureWork - Phase 1 Business Case	1.575	2.107	(0.532)
TOTAL COMMUNITY WEALTH BUILDING		1.808	2.465	(0.657)
Environment	SES Back Office System	0.000	0.400	(0.400)
Environment	People Friendly Streets	0.093	0.050	0.043
TOTAL ENVIRONMENT		0.093	0.450	(0.357)
Fairer Together	Resident Experience	0.131	0.274	(0.143)
TOTAL FAIRER TOGETHER		0.131	0.274	(0.143)
Homes & Neighbourhoods	Temporary Accommodation projects	0.000	0.000	0.000
Homes & Neighbourhoods	Non Recourse to Public Funds (NRPF) - reduction in caseload	0.000	0.000	0.000
TOTAL HOMES AND NEIGHBOURHOODS		0.000	0.000	0.000
Resources	Workforce Strategy	0.000	0.167	(0.167)
Resources	Applications upgrades & HR Zellis	0.000	0.635	(0.635)
Resources	Business Support	0.000	0.100	(0.100)
Resources	Systems Review (ERP)	0.038	0.050	(0.012)
Resources	IT Projects (net of COVID-19 related expenditure)	0.000	0.200	(0.200)
Resources	Finance Transformation	0.098	0.160	(0.062)
Resources	Intranet Re-design	0.000	0.180	(0.180)
Resources	Digital Experience Platform	0.000	0.722	(0.722)
TOTAL RESOURCES		0.135	2.214	(2.079)
TOTAL		4.615	8.126	(3.511)

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Appendix 4: Transfers To and From Reserves 2021/22
Provisional Outturn Report

Directorate	Category	Summary Description	Transfer To/Drawdown	£ (to)/from	Reserve Name
Corporate	Other Timing Difference	BSF Reserve Movement	Transfer To	(6,924.01)	BSF PFI Smoothing
Corporate	Drawdowns	Test & Trace Discretionary	Drawdown	181,000.00	Budget Risk and Insurance
Corporate	Base budget underspends/additional income	Pensions	Transfer To	(2,051,244.17)	Budget Risk and Insurance
Corporate	Base budget underspends/additional income	Pensions	Drawdown	587,807.97	Budget Risk and Insurance
Corporate	Base budget underspends/additional income	Insurance Fund	Drawdown	1,560,880.70	Budget Risk and Insurance
Corporate	Budgeted	Budgeted Transfers to Reserves	Drawdown	1,409,000.00	Budget Risk and Insurance
Corporate	Base budget underspends/additional income	Unwinding of IT Provision	Transfer To	(568,858.71)	Budget Risk and Insurance
Corporate	Base budget underspends/additional income	Unwinding of Cleaning Provison	Transfer To	(35,214.00)	Budget Risk and Insurance
Corporate	Base budget underspends/additional income	Bad Debt Provision	Drawdown	529,676.74	Budget Risk and Insurance
Corporate	Drawdowns	Drawdown Offsetting Agency Grant Overspend	Drawdown	190,138.41	Budget Risk and Insurance
Corporate	Drawdowns	Drawdown Offsetting Principal Grant Overspend	Drawdown	74,683.39	Budget Risk and Insurance
Fairer Together	Drawdowns	VCS	Drawdown	46,000.00	Budget Risk and Insurance
Resources	Base budget underspends/additional income	HB Subsidy Income	Transfer To	(1,104,000.00)	Budget Risk and Insurance
Resources	Base budget underspends/additional income	Resources: HR Income to Reserves	Transfer To	(305,000.00)	Budget Risk and Insurance
Resources	Base budget underspends/additional income	Resources: Counter Fraud to Reserves	Transfer To	(176,000.00)	Budget Risk and Insurance
Adults	Transformation Drawdown	Learning Disability Reviews	Drawdown	11,000.00	Budget Strategy
Adults	Transformation Drawdown	Adult Social Care Transformation Phase 1	Drawdown	301,000.00	Budget Strategy
Adults	Transformation Drawdown	Assistive Technology	Drawdown	372,000.00	Budget Strategy
Adults	Transformation Drawdown	ASC Strength Based Reviews (Annual Review of Packages of Care)	Drawdown	113,000.00	Budget Strategy
Childrens	Transformation Drawdown	Children's Social Care Transformation	Drawdown	1,248,000.00	Budget Strategy
Childrens	Transformation Drawdown	Children's Transformation Manager	Drawdown	100,000.00	Budget Strategy
Childrens	Transformation Drawdown	Foster Care Housing Adaptation Scheme (PM cost)	Drawdown	66,000.00	Budget Strategy
Childrens	Transformation Drawdown	ASIP (Adolescent support intervention project)	Drawdown	237,000.00	Budget Strategy
Corporate	Budgeted	NRCA Running Costs	Transfer To	(1,500,000.00)	Budget Strategy
Corporate	Budgeted	Budgeted Transfers to Reserves	Transfer To	(2,272,000.00)	Budget Strategy
Corporate	Drawdowns	NRCA Budget Risk	Drawdown	681,428.48	Budget Strategy
CWB	Transformation Drawdown	Corporate Asset Strategy	Drawdown	233,000.00	Budget Strategy
CWB	Transformation Drawdown	FutureWork - Phase 1 Business Case	Drawdown	1,575,000.00	Budget Strategy
Environment	Transformation Drawdown	People Friendly Streets	Drawdown	93,000.00	Budget Strategy
Fairer Together	Transformation Drawdown	Resident Experience	Drawdown	131,000.00	Budget Strategy
Resources	Transformation Drawdown	Systems Review (ERP)	Drawdown	37,632.00	Budget Strategy
Resources	Transformation Drawdown	Finance Transformation	Drawdown	97,614.00	Budget Strategy
Corporate	Drawdowns	Local CIL - drawdown from reserve for GF revenue	Drawdown	310,305.98	Community Infrastructure Levy
Corporate	Drawdowns	Strategic Local CIL - drawdown from reserve for GF revenue	Drawdown	113,214.95	Community Infrastructure Levy
Corporate	Other Timing Difference	Admin transfer to reserve	Transfer To	(111.93)	Community Infrastructure Levy
Corporate	Other Timing Difference	Mayoral Admin transfer to reserve	Transfer To	(15,460.53)	Community Infrastructure Levy
Corporate	Movement Between Reserves	Transfer of prior year Strategic/Strategic Local CIL balance to CGU	Drawdown	3,397,974.22	Community Infrastructure Levy
Corporate	Movement Between Reserves	Transfer of prior year Local CIL balance to CGU	Drawdown	4,432,773.79	Community Infrastructure Levy
Corporate	Collection Fund Timing Difference	Budgeted Transfers to Reserves	Drawdown	22,636,000.00	Core Funding
Corporate	Collection Fund Timing Difference	CF Outturn: Transfer to Core Funding	Transfer To	(425.63)	Core Funding
Corporate	Collection Fund Timing Difference	CF Outturn: Transfer to Core Funding	Transfer To	(14,750,852.52)	Core Funding
Environment	Drawdowns	Cemetery Service	Drawdown	355,352.34	Joint Cemeteries Trading Account
Corporate	Budgeted	Budgeted Transfers to Reserves	Transfer To	(2,726,000.00)	Levies Reserve
Corporate	Base budget underspends/additional income	NZC Overspend	Drawdown	67,000.00	Net Zero Carbon
Corporate	Base budget underspends/additional income	PFI Variance	Transfer To	(469,000.00)	NEW Capital Financing
Corporate	Base budget underspends/additional income	Corporate Financing Underspend	Transfer To	(2,650,795.83)	NEW Capital Financing
Schools	Base budget underspends/additional income	DSG (Recategorised from RIA)	Transfer To	(5,218,000.00)	NEW DSG
Corporate	Budgeted	Budgeted Transfers to Reserves	Transfer To	(2,500,000.00)	NEW Energy and Inflation
Corporate	Base budget underspends/additional income	Underspend on Demography/Non Pay Inflation	Transfer To	(1,090,000.00)	NEW Energy and Inflation
Corporate	Base budget underspends/additional income	Underspend on Internal Rates	Transfer To	(304,017.31)	NEW Energy and Inflation
Corporate	Base budget underspends/additional income	Transfer to Inflation Smoothing Reserve	Transfer To	(1,682,000.00)	NEW Energy and Inflation
CWB	Other Timing Difference	Restoration Levy for IAH Ticket Sales	Transfer To	(18,000.00)	NEW IAH Restoration Levy
Corporate	Other Timing Difference	Transfer to Pooled Schools Budgets Reserve	Transfer To	(178,308.30)	NEW Pooled Budgets Schools
Corporate	Movement Between Reserves	Transfer to Pooled Schools Budgets Reserve	Transfer To	(650,000.00)	NEW Pooled Budgets Schools
Public Health	Drawdowns	One Off Projects	Drawdown	157,000.00	Public Health
Public Health	Other Timing Difference	Timing Difference	Transfer To	(530,156.00)	Public Health
Adults	Drawdowns	Social Care Grant	Drawdown	807,000.00	Social Care
Adults	Other Timing Difference	Timing Difference	Transfer To	(4,258,350.00)	Social Care
Childrens	Drawdowns	Social Care Grant	Drawdown	437,000.00	Social Care
Environment	Drawdowns	Street Trading	Drawdown	122,235.08	Street Markets
TOTAL				(2,349,000.89)	

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Appendix 5: Capital Programme 2021/22

Housing/Non-Housing	Scheme	Original Budget £m	M12 2020/21 Silaage	Other Budget Changes £m	Month 8 Silaage	Current Budget £m	Final Outturn £m	Variance to Budget	Reason for Variance	Explanation of Variance
Non-Housing	Compliance and Modernisation (non-housing)	2.865	-	0.597	0.949	2.513	2.030	- 0.483	Reprofiling - Non CV-19	Re-tendering of two major projects (Adventure playgrounds) due to market forces, which are now looking to start in late May. Stock condition surveys are taking longer due to procurement hence the underspend. £352k was transferred to Environment.
Non-Housing	Finsbury Leisure Centre Development	0.925	0.035	-	0.660	0.300	0.157	- 0.143	Reprofiling - Non CV-19	Slippage against the current budget is attributed to delays in appointing RIBA stage 1 consultants which was initially anticipated to happen in March 2022 but was rescheduled for April 2022. The bulk of the fees will be invoiced this year.
Non-Housing	Lavocock Street	-	0.233	-	-	0.233	-	- 0.233	Reprofiling - Non CV-19	Project on hold due to the site being used as a rolling station.
Non-Housing	GGF Affordable Work Space	-	0.727	-	-	0.727	0.427	- 0.300	Reprofiling - Partly CV-19	Due to the revised Deed of variation and COVID-19, some of the project work was not completed this year and slipped into next year. Works completed include installation of a Lift in Fonthill road project (FHR) and kit out of the Retail Space. Completion of the Andover garage conversion and kit out. Works still to do include access works at FHR and Internal Fixout of the Techspace.
Non-Housing	Hungerford Rd Chaldron Replacement	0.977	0.258	-	0.446	1.165	1.683	0.518	Overspend	Project completed. Fully funded by grant funding and no impact on the net budget.
Non-Housing	Greenspace - Whittington Park Hocking Hall Community Centre Phase 1	0.941	0.027	-	0.718	0.250	0.362	0.112	Reprofiling - Non CV-19	The project overspend is due to escalated works for the passenger lift, additional works related to the underpinning and ground works, and works to the structure and roof progressing faster than expected.
Non-Housing	Bunhill Energy Centre Phase 2	-	2.073	0.053	-	2.126	1.548	- 0.578	Reprofiling - Non CV-19	Proposed slippage is a combination of outstanding payments to Colvide together with an assessment of fees, works (including connections), purchases and internal costs that are expected to be incurred in 2022/23.
Non-Housing	Cemeteries	-	0.002	-	-	0.002	-	- 0.002	Underspend	This is a project to upgrade CCTV across our cemeteries. This project has now been completed.
Non-Housing	Chapel Market	-	-	0.009	-	0.009	-	- 0.009	Reprofiling - Non CV-19	Chapel Market Inclusive Economy Project (CMIEP) is a masterplan for the enhancement of an existing affordable, diverse and inclusive market. This scheme is in flight and currently in RIBA stage 2 - due to be completed in 2022/23.
Non-Housing	Clerkenwell Green	1.781	-	0.421	1.301	0.059	0.059	-	No Current Variance	This is a scheme to undertake pedestrian, cycle and public realm improvements in Clerkenwell Green. The scheme will remove most through traffic and parking to transform the Green and there will be investment in new community facilities to help further integrate local communities and celebrate the area's heritage.
Non-Housing	Corporate CCTV Upgrade	1.500	0.224	-	0.500	1.224	0.070	- 1.154	Reprofiling - Non CV-19	The project currently is in design stage, with both the heritage and public realm works to commence in Q1 2022/23. Works to St James Church Open Space was intended to be completed prior to year-end, however the project is currently awaiting planning permission in order to progress. The team will be running a procurement exercise soon to appoint a contractor with an aim to be on site June 2022. The majority of the spend will be for next financial year as the project progresses on site.
Non-Housing	Council Building Renovation (Special Projects)	0.085	0.101	0.048	0.025	0.209	0.112	- 0.097	Reprofiling - Non CV-19	This programme is to upgrade cameras from analogue to HD. In order to do this, we have had to commission a review of our radio network and whether it can sustain these cameras and at the same time be split so that it is not supporting council wifi networks. This has now been received and priced but the contractual issues associated with the network and possible TUPE implications mean it will not be completed until the new financial year. Pushing forward the camera replacement programme into 2022/23 and 2023/24.
Non-Housing	Energy - LED Lighting Upgrades	0.334	-	-	0.334	0.000	-	-	No Current Variance	This is a programme that covers multiple projects, 222 Generator Upgrades and the WRC. Reorganisation Project. The 222 Generator Project has been successfully completed. For the WRC Reorganisation project a credit note for £66k is due as the system commissioned did not work - quality issues (driven supply chain problems - covid related). This work will need to be re-commissioned.
Non-Housing	Energy - Solar Panels on Corporate Buildings	0.334	-	-	0.334	0.000	-	-	No Current Variance	These projects will only happen after we complete the net zero building feasibility study that has been successfully applied for funding for - as such these will be likely to commence in 2022/23.
Non-Housing	Energy Services	-	0.441	0.190	0.251	0.000	-	-	No Current Variance	This programme is related to improving the energy efficiency in the least efficient houses in the borough in both Islington Council and non-Islington Properties (Owner Occupied, Private Rental and Housing Association properties) - funded from the Green Homes Grant. Due to the timing of the scheme and limited number of properties that can be impacted across Islington only 25% of the properties bid for have had works undertaken. The funding for this scheme cannot be slipped, however there are numerous rounds of this scheme with funding secured for the second round of this scheme which is due to go live in the upcoming months. This scheme has been transferred to revenue.
Non-Housing	Environment - Other	-	0.001	-	-	0.001	-	- 0.001	No Current Variance	No variance.
Non-Housing	GreenSCIES	-	-	0.250	-	0.250	0.018	- 0.232	Reprofiling - Non CV-19	This is a scheme to develop a new heat network integrating Solar PV and Electric Vehicle charging points. This project aims to reduce CO2 by 5,000 tonnes benefitting 820 council homes. Currently in design stage with costs to follow in 2022/23.
Non-Housing	Extension of energy network to Highbury West incl Harvist Estate	-	-	-	-	0.000	-	-	No Current Variance	
Non-Housing	Greenspace - Barnard Park Renewal	0.903	-	0.105	0.798	0.000	-	-	No Current Variance	This is a scheme to update the park and add a new building and football pitch. This is a £2.5m capital scheme funded by S106 and football fund grant. Consultation was completed in July 2021. Planning consent was obtained in March now submitting the Football Foundation bid to secure the necessary match funding.
Non-Housing	Greenspace - Binfield Park (including Crumbles Castle leach)	0.682	-	0.073	0.608	0.001	-	- 0.001	Reprofiling - Non CV-19	Project currently on hold while decision over sports pitch is made. Consultation completed on design options spring 2022.
Non-Housing	Greenspace - Floodlight Upgrades	0.090	-	0.090	-	0.000	-	-	No Current Variance	Floodlight upgrades for various Greenspace locations through converting all park pitch lighting to LED to reduce running costs and carbon emissions. This has been completed in year and transferred to revenue.
Non-Housing	Greenspace - Greenspace (Park Improvements)	0.400	0.017	0.150	0.192	0.000	-	- 0.075	Reprofiling - Non CV-19	Park improvements including Highbury Fields Sports Pitch. £150k spent in year has been transferred to revenue.
Non-Housing	Greenspace - Highbury Bandstand/Highbury Fields	0.690	0.005	0.090	0.605	0.075	-	-	No Current Variance	Project change was agreed at SLT (we reduced the scope of the pitch works and reallocated the remainder to the Café project). Part of the variance in spend was due to the lighting works (pitch) not being started before the end of the financial year. This will progress in May. Balance will be spent on Café project to minimise the financial risk with that project as agreed.
Non-Housing	Greenspace - Other	-	0.182	0.070	-	0.112	-	- 0.112	Reprofiling - Non CV-19	Budget for a number of small greenspace projects including Caledonian Clock Tower and Parkland Walk. £70k of works have been carried out in year which has been transferred to revenue.
Non-Housing	Greenspace - New River Walk	0.403	0.032	0.032	0.371	0.032	-	- 0.032	Reprofiling - Non CV-19	Underspend due to issues with procuring a consultant for the project. Two procurement rounds did not result in any bids. Project approach adjusted and we now have a consultant on board and project is progressing.
Non-Housing	Greenspace - Playground Water Features	0.030	0.039	0.300	-	0.291	0.000	- 0.000	No Current Variance	A scheme to create Water Features in Rosemary Gardens and Paradise Park - these were completed in year.
Non-Housing	Greenspace - Tufnell Park all-weather pitch	0.400	-	0.004	0.385	0.011	-	- 0.011	Reprofiling - Non CV-19	This scheme to convert grass football pitch into a hybrid. Currently out to public consultation. To be slipped to 2022/23.
Non-Housing	Greenspace - Woodfall Park Improvements	0.205	-	0.085	0.120	0.000	-	-	No Current Variance	Project management and RIBA design fees. The Project is progressing well. Public Consultation has been completed. Permitted development application for option 3 design decision due in October.
Non-Housing	Greenspace - Wray Crescent Cricket Pavilion	0.219	-	0.080	0.139	0.000	-	-	No Current Variance	Completion of works at the building, which will also have a green roof and ground source heat pump which supports the Net Zero Carbon 2030 Strategy, as well as supporting physical and community activity in the borough.
Non-Housing	Greenspaces - 3G Football Pitch Replacement	1.400	0.309	0.187	-	0.896	1.847	- 0.049	Reprofiling - Non CV-19	This scheme is part of the rolling programme to maintain highways and corresponding infrastructure assets.
Non-Housing	Highways - Heat Networks	-	-	-	-	0.000	-	-	No Current Variance	
Non-Housing	Leisure - Calv Pool	0.250	-	-	0.250	0.000	-	-	No Current Variance	This is a scheme to repair and replace the roof for Calv Pool. The project is currently in the feasibility stage pending outcome of leisure estate review.
Non-Housing	Leisure - Leisure repairs/modernisation	0.100	0.168	0.006	0.185	0.447	0.593	0.146	Reprofiling - Non CV-19	This is a rolling programme covering leisure centre capital works, such as roof repairs and car park maintenance. Overspend due to inclusion of £260k works related to Highbury Leisure Centre Fire.
Non-Housing	Leisure - Strategic Provision	-	-	-	-	0.000	-	-	No Current Variance	
Non-Housing	Leisure - Sobell Leisure Centre	-	0.445	-	-	0.445	-	- 0.445	No Current Variance	Project to replace the Sobell Leisure Centre. This was expected to be delivered in year, however there was a procurement issue. 3 quotes were provided by contractors in August 2021 - however subsequently the team were advised to use a Roofing Manufacturer to develop the spec for pricing which has delayed the procurement process. A contractor has been appointed and due to spend in 2022/23.
Non-Housing	People Friendly Streets - Liveable Neighbourhoods	1.950	0.050	-	2.000	0.000	-	-	No Current Variance	A programme developing on the Low Traffic Neighbourhoods to deliver wide-sweeping environmental improvements on local streets including planting, footway improvements and pocket parks. Currently this is in public consultation and next steps will be deliberated upon the outcome of this. As such this scheme will be slipped to next year.
Non-Housing	People Friendly Streets - Low Traffic Neighbourhoods	4.243	0.247	0.611	2.596	2.011	1.526	- 0.485	Reprofiling - Non CV-19	A borough wide programme to reduce car trips and improve neighbourhoods for walking, cycling and living with 2 being delivered in year. Due additional consultation with residents in each phase, this scheme has been slipped.
Non-Housing	Public Realm - Kings Square Shopping Area Public Space	0.547	-	-	0.547	0.000	-	-	No Current Variance	A Community driven public realm improvement project as part of public realm improvement plan. Will improve the space outside the shops to encourage community use of the space (e.g. to socialise). Opportunity for public realm features (e.g. play equipment, public art or other) to act as a focal point. This scheme has been slipped to 2022/23.
Non-Housing	Recycling Site Improvement	0.100	-	-	0.050	0.050	0.015	- 0.035	Reprofiling - Non CV-19	A scheme to deliver improvements to recycling and waste facilities for purpose built blocks of flats, to drive down contamination, increase recycling and improve the environment and standard of living on estates.
Non-Housing	School Streets	0.400	-	0.132	-	0.532	0.339	- 0.193	Reprofiling - Non CV-19	A scheme to implement temporary street closures to become a pedestrian and cycle zone during the school's opening and closing times to reduce congestion and pollution at the school gates as well as make it easier and safer for children to get to and from school. Consultations have closed, however for logistical reason build only occurs due to school holidays as such there is likely to be some slippage.
Non-Housing	Street Lighting	-	0.070	-	-	0.070	0.050	- 0.020	Reprofiling - Non CV-19	Project to replace to current street lighting to LED and incorporate a central management system. This scheme will deliver savings through the use of variable lighting, as well as trimming the lighting schedule.
Non-Housing	Traffic & Safety - Cycling	0.907	0.102	0.317	-	1.122	1.135	0.014	Reprofiling - Non CV-19	Borough-wide cycle parking and cycle hangars to provide secure cycle storage (especially for residents without domestic or garden space) to overcome a major barrier for new and continuing cyclists. Significant additional investment in the bike hangar programme to reduce the waiting list, and contribute to our Net Zero Vision 2030 strategy and improve Air Quality. This programme has been accelerated as more hangars have been purchased to be placed in 2022/23.
Non-Housing	Traffic & Safety - Electric Vehicles	0.160	0.194	0.212	-	0.178	0.047	- 0.131	Reprofiling - Non CV-19	A programme to install a number of EV charging points for the public across the borough. Currently site assessments and consultation in progress. Works began in February with balance to be cleared early 2022/23.
Non-Housing	Traffic & Safety - Enforcement	0.400	0.036	0.100	-	0.326	0.319	- 0.017	Reprofiling - Non CV-19	Schemes have been slipped - key driver being an under-resourced team a c40% reduction in senior engineers has meant there hasn't been the team in place to be able to push schemes forward.
Non-Housing	Traffic & Safety - Safety	0.778	0.179	0.476	-	1.433	0.672	- 0.762	Reprofiling - Non CV-19	Schemes have been slipped - key driver being an under-resourced team a c40% reduction in senior engineers has meant there hasn't been the team in place to be able to push schemes forward.
Non-Housing	Tree Planting Programme	0.239	-	0.139	0.100	0.000	-	-	No Current Variance	This is a rolling project to plant trees across the borough - the associated costs have been transferred to revenue.
Non-Housing	Vehicle fleet electrification (infrastructure)	3.566	0.200	-	2.016	1.750	0.252	- 1.498	Reprofiling - Partly CV-19	Project to increase EV infrastructure in the waste site in Caledonian road. Contractor was due to start at the beginning of December, however due to a contractual dispute, they have only begun works as of January 2021. Due to Covid and increased lead times on core supplies, with items increasing from a 10 week lead time to a 20 week lead time this scheme has been slipped. Fleet team are looking into other options for equipment that may expedite lead times.
Non-Housing	Vehicle Replacement	4.600	0.708	0.020	4.554	0.734	1.290	0.556	Overspend	Rolling replacement programme for council vehicles. Outturn represents orders from prior year and replacements. As a new Corporate Fleet and Transport Manager is now in post. The scheme has now been accelerated.
Non-Housing	Adult Social Care	0.505	0.035	-	-	0.470	0.243	- 0.227	Reprofiling - Non CV-19	Slippage caused by delayed instructions from the client to commence on the modernisation of Wray Court and Orchard Court. The work started in April 2022.
Non-Housing	Schools Major Works	0.250	0.649	-	0.688	0.211	0.057	- 0.154	Reprofiling - Non CV-19	All Schools expansion schemes completed. Dispute on the final payment with the contractor on Highbury Grove Scheme.
Non-Housing	Schools Condition Works	2.075	1.399	0.200	0.186	3.088	2.022	- 1.066	Reprofiling - Non CV-19	Main reason for the slippage is 2 window projects just over £500k each that have had tenders come in above budget due to increase costs in the market and has resulted in a revision which rolls in 2022/23.
Non-Housing	Schools Matchino	-	0.940	0.200	-	0.240	0.163	- 0.077	Reprofiling - Non CV-19	Slippage reflects expenditure transferred to revenue for items which are not considered capital (e.g. expenditure not enhancing the value of the asset).
Non-Housing	Early Years	1.249	0.149	-	-	0.949	0.670	- 0.278	Reprofiling - Non CV-19	Combination of reasons for various projects slippage some have started and some will not start until 2022/23 around the Early Years Kitchen improvements works.
Non-Housing	Libraries	1.400	0.017	-	0.650	0.727	0.364	- 0.364	Reprofiling - Non CV-19	Slippage covers the Library Museum works expected to start in 2022/23 and Archive Library modernisation which is under review.
Non-Housing	Adventure Playgrounds	2.100	0.094	-	1.692	0.502	0.225	- 0.277	Reprofiling - Non CV-19	Slippage relates to MLK and Cornwallis Adventure Playgrounds completion dates now moved from March 2022 to July 2022.
Non-Housing	SEND	2.253	-	-	1.788	0.465	0.193	- 0.272	Reprofiling - Non CV-19	This relates to New River College (Elthorne). A number of hurdles have delayed the project, covid and supply issues concerning the roofing and a review of the design.
Non-Housing	Children - Other	0.279	-	-	0.279	0.027	-	- 0.252	Reprofiling - Non CV-19	Continuing earmarked for Hayward Adventure Playground in 2022/23.
	TOTAL - Non-Housing Programme	43.515	7.738	1.538	25.226	27.565	18.921	- 8.644		

Appendix 5: Capital Programme 2021/22

Housing/Non-Housing	Scheme	Original Budget £m	M12 2020/21 Slippage £m	Other Budget Changes £m	Month 8 Slippage £m	Current Budget £m	Final Outturn £m	Variance to Budget £m	Reason for Variance	Explanation of Variance
Housing	HRA Current New Build Programme - General Fund Open Market Sales Units	15,909	1,665	-	5,246	12,328	10,082	- 2,246	Reprofiling - Largely CV-19	Construction productivity levels remain low across the UK primarily due to labour shortages and increased lead times in terms of the availability of materials impacting the progress of the entire programme. In addition, protracted negotiations have delayed a main start on site contract for 1 scheme and another scheme's main works contract was deferred in order to allow for the completion of complex enabling works.
Housing	HRA Pipeline New Build Programme - General Fund Open Market Sales units	5,881	-	-	0,68	5,200	0,629	- 4,571	Reprofiling - Largely CV-19	Budget Provision: to cover the early stages of new projects and to cover land purchases for new projects - the progress of which during the year are uncertain and difficult to predict, being subject to consultation and planning.
Housing	Housing Revenue Account Major Works and Improvements	40,000	-	-	8,183	31,817	34,169	2,352	Reprofiling - Partly CV-19	Although the original budget was revised down due to delays arising mainly due to the mobilisation (i.e. additional time required to carry out detailed surveys and define costed packages of works) of the new CIP contractors and ongoing delays due to Covid site restrictions and delays in accessing materials. Generally across the programme, works have progressed quicker than anticipated and as such the variance against the current budget represents works carried out sooner than anticipated.
Housing	HRA Current New Build Programme - HRA Social Rented Units	64,412	6,662	-	21,687	49,387	36,676	- 12,711	Reprofiling - Largely CV-19	Construction productivity levels remain low across the UK primarily due to labour shortages and increased lead times in terms of the availability of materials impacting the progress of the entire programme. In addition, protracted negotiations have delayed a main start on site contract for one scheme and another scheme's main works contract was deferred in order to allow for the completion of complex enabling works.
Housing	HRA Pipeline New Build Programme - HRA Social Rented Units	10,922	-	-	3,122	7,800	6,729	- 1,071	Reprofiling - Largely CV-19	Budget was to cover the early stages of new projects and to cover land purchases for new projects, the progress of which during the year are uncertain and difficult to predict being subject to consultation and planning. A significant proportion of the spend this year relates to the Stacc Street purchase and refurbishment totalling 16.1m.
Housing	HRA Property Acquisitions	-	-	25,426	3,803	29,229	21,205	- 8,024	Reprofiling - Non CV-19	57 property purchases completed as at 31.3.22, the remaining budget totalling £36.5m (the total budget is £57.4m - of the spend in 2021-22, £250k relates to refurbishments regarding properties not budgeted for in 2021-22, funded from temporary RCCO) will be fully spent in 2022-23 covering the remaining 83 purchases. A further 10 completions at around £4m rolled into the early part of 2022-23 and there are a further 35 purchases in progress where offers have been accepted.
Housing	Reprofiling Housing Estates - Digt Projects	0,550	-	-	0,550	0,000	-	-	No Current Variance	No variance.
	TOTAL - Housing Programme	137,674	8,327	25,426	35,666	135,761	109,491	- 26,270		
	TOTAL - Capital Programme	181,189	16,065	26,964	60,892	163,326	128,411	- 34,915		