



Report of: Executive Member for Finance and Performance

Meeting of:	Date	Agenda Item	Ward(s)
Executive	12 th May 2014	C1	All

PROVISIONAL 2013-14 FINANCIAL OUTTURN

1. SYNOPSIS

- 1.1 This report presents the provisional 2013-14 outturn position as at 31st March 2014. Overall, there is a gross General Fund underspend of £12.2m, but after proposed transfers to the capital programme and corporate reserves, there is a forecast net break-even position for 2013-14. The Housing Revenue Account (HRA) is forecast to underspend by £1.2m over the year. The capital programme delivered 93% of the annual programme.

2. RECOMMENDATIONS

- 2.1. To approve the overall provisional 2013-14 gross revenue outturn for the General Fund (in **Table 1** and **Appendix 1**) of a gross £12.2m underspend, before transfers, and a net break even position after the following proposed transfers for approval (**Section 3**):
- a) £10m to the Capital Reserve as part of the funding of the 2014-15 and 2015-16 capital programme (as reflected in the 2014-15 budget report approved by Council on 27th February 2014); in particular for the net capital cost of the Council's revised leisure contract and corporate fleet management programme, which will generate on-going revenue savings.
 - b) £1m to the Invest to Save Reserve as pump-priming investment in future projects that will generate further on-going revenue savings.
 - c) £1.183m to the Redundancy Reserve from the gross General Fund underspend and, in addition, to allocate £2m from the Contingency Reserve to the Redundancy Reserve, to provide an extra £3.183m overall for future redundancy costs.
- 2.2. To agree the departmental carry forwards detailed in **Appendix 2. (Section 3)**
- 2.3. To note that the HRA position is a forecast outturn underspend of £1.2m. (**Section 5**)
- 2.4. To note that the Council delivered £85.5m of capital investment in 2013-14, which represents 93% of the annual programme and to agree the provisional financing of the programme including the movements between reserves. (**Section 6** and **Appendix 3**)
- 2.5. To note the outturn position in respect of the Council's sundry income management (**Section 7**) and the council tax and national non domestic rates collection (**Section 8**).
- 2.6. To note the latest Corporate Risk Register. (**Section 9** and **Appendix 4**)

- 2.7. To note the progress on the closing of the 2013-14 accounts and to delegate to the Corporate Director of Finance and Resources the authority to agree any final changes to the accounts (including capital financing and slippage) prior to the accounts submission to the Auditors by 30th June 2014. **(Section 10)**

3. SUMMARY PROVISIONAL REVENUE OUTTURN 2013-14

- 3.1. A summary position of the General Fund and Housing Revenue Account is shown in **Table 1** below with further detail contained in **Appendix 1**. This position is after the departmental carry forwards are taken into account. The departmental carry forwards, which are proposed to be transferred for (the same) use in the financial year 2013-14 to the financial year 2014-15, are detailed in **Appendix 2** for agreement.
- 3.2. It is recommended that the gross £12.2m General Fund underspend is applied as follows, resulting in a net break-even outturn position:
- 3.2.1. £10m to the Capital Reserve as part of the funding of the 2014-15 and 2015-16 capital programme (as reflected in the 2014-15 budget report approved by Council on 27th February 2014); in particular for the net capital cost of the Council's revised leisure contract and corporate fleet management programme, which will generate on-going revenue savings.
- 3.2.2. £1m to the Invest to Save Reserve as pump-priming investment in projects that will generate further on-going revenue savings.
- 3.2.3. £1.183m to the Redundancy Reserve from the gross General Fund underspend and to allocate £2m from the Contingency Reserve to the Redundancy Reserve, to provide an extra £3.183m overall for future redundancy costs.

Table 1: General Fund and HRA Provisional Outturn at 31st March 2014

	VARIANCE MONTH 12 (£000)
<u>GENERAL FUND</u>	
Finance and Resources	(126)
Chief Executive's Department	(788)
Core Children's Services (Excluding Schools)	(850)
Environment and Regeneration	523
Housing and Adults Social Services	(3,313)
Public Health	0
Net Departments	(4,554)
Corporate Items	(6,657)
Total excluding contingencies	(11,211)
Unallocated contingency budgets	(972)
Total including contingencies	(12,183)
Amount earmarked in 2014-15 budget report	10,000
Proposed Transfers at Year-End	2,183
TOTAL PROJECTED GENERAL FUND	0
<u>HOUSING REVENUE ACCOUNT</u>	
Gross Income	(1,331)
Gross Expenditure	156
NET HRA (SURPLUS) / DEFICIT	(1,175)

4. GENERAL FUND

Finance and Resources Department (-£0.1m)

- 4.1. The total projected outturn variance of (-£0.1m) for Finance and Resources is made up of:
- 4.1.1. Staffing and contract underspends of (-£0.4m) in Service Finance.
 - 4.1.2. A Corporate Finance underspend of (-£0.1m) in relation to audit fees and bank charges.
 - 4.1.3. Overspend of (+£0.3m) in Contact Islington in relation to the Telecare Service. This overspend mainly relates to reduced demand for the enhanced Telecare package. There has also been an increase in overtime costs associated with the out-of-hours service and increased costs are anticipated in relation to aids and adaptations.
 - 4.1.4. An overspend on the Customer Transformation Programme of (+£0.1m).

Chief Executive's Department (-£0.8m)

- 4.2. The total projected outturn variance for the Chief Executive's Department is an underspend of (-£0.8m) mainly as a result of:
- 4.2.1. Vacant post savings across the department as a result of early delivery of 2014-15 savings (-£0.2m) or as a result of delayed recruitment and project delays within Community Safety (-£0.4m).
 - 4.2.2. Overachieved income targets within Legal (-£0.2m) and Registrars (-£0.2m).
 - 4.2.3. An overspend on human resources staff policy related expenses (e.g. Criminal Records Bureau, Occupational Health, etc.) of (+£0.1m) and a net overspend position within the Assembly Hall due to income targets not being achieved (+£0.1m).

Children's Services (General Fund -£0.85m, Schools -£7.0m)

- 4.3. The total projected outturn variance for Children's Services is a General Fund underspend of (-£0.85m) consisting of:
- 4.3.1. (-£0.4m) following a review of all non-pay budgets.
 - 4.3.2. (-£0.45m) against staffing budgets.
 - 4.3.3. (-£0.3m) following a review of placements commissioning, transformation of Children Looked After teams and a reduction in costs against the asylum grant.
 - 4.3.4. (-£0.05m) through the generation of consortium income through foster children on behalf of other boroughs.
 - 4.3.5. (-£0.1m) in the main due to the costs of holiday provision in children's centres, private, voluntary and independents and schools, being less than budgeted.
 - 4.3.6. (-£0.1m) use of grant funding in Early Years.
 - 4.3.7. (-£0.7m) underspend within Early Years as a result of:
 - 4.3.7.1. (-£0.3m) underspend in Children's Centres in relation to increased income, participation funding adjustments following the January census, staffing vacancies and reduced spend against the repairs and maintenance budget.

- 4.3.7.2. Reduced Grant Aid payments of (-£0.1m) due to reduced provision in the Private, Voluntary and Independent sector.
- 4.3.7.3. Meeting the costs of 2-year old Children in Need placements from the Dedicated Schools Grant and a reduced number of Children in Need placements with childminders and in the voluntary sector (-£0.2m).
- 4.3.7.4. A staffing underspend in the Family Information Service and other smaller underspends (-£0.1m).
- 4.3.8. A forecast underspend of (-£0.2m) against school support services due to increased income and an underspend against the schools' redundancy budget.
- 4.3.9. (+£0.25m) overspend against Special Educational Needs transport due to underlying demographic pressures and reduced income following the completion of a number of Building Schools for the Future schools.
- 4.3.10. (+£0.35m) overspend against the universal free schools meals budget as a result of increased take-up of school meals, an additional four school days falling in the 2013-14 financial year and the extension of the scheme to all academies in the borough.
- 4.3.11. (+0.3m) overspend on legal costs in Targeted and Specialist Children and Families due to a national increase in the cost of court fees, and an increase in the legal costs associated with undertaking care proceedings as result of the new public law outline procedure.
- 4.3.12. (+£0.1m) forecast overspend in Youth Commissioning due to the need to dredge City Road Basin.
- 4.3.13. (+£0.5m) to cover part of the 2012-13 Local Authority Central Spend Equivalent Grant (LACSEG) refund that is being invested in the capital programme for the provision of new pupil places in the light of the priority to secure additional educational provision. Rather than draw on this funding corporately, this expenditure is met from the net in-year departmental underspend.
- 4.3.14. The Council has received a £140k repayment from Cambridge Education representing the surplus on the former school and pupil services contract. This is one-off income and is being reinvested in the 3-year community budget to provide further support to vulnerable pupils and the priority issue of attendance and to help maximise the payment by results outcome.

Schools (-£7.0m)

- 4.4. A Dedicated Schools Grant (DSG) outturn underspend of £7.0m (4.4% of DSG) is forecast:
 - 4.4.1. A (-£2.265m) forecast underspend against the new statutory early years provision for 2-year olds due to local authorities being forward funded based on expected numbers of children who will qualify in September 2014 when entitlement increases from 20% to 40% of the most deprived 2-year olds. Whilst this funding is not ring-fenced for 2-year olds it is the Department for Education's intention that it is spent on 2-year old provision. Any underspends can be carried forward to continue to build capacity to meet the new entitlement and smooth in expected funding reductions when the Department for Education allocates funding based on take-up from 2015.
 - 4.4.2. A (-£0.1m) forecast underspend from a reduced take up of 3 and 4-year old places in Private, Voluntary and Independent early year's settings.

- 4.4.3. A forecast underspend against the schools and early years contingency budgets of (-£1.6m) and (-£0.1m) respectively.
 - 4.4.4. A (-£0.1m) provision for Pupil Referral Unit premises costs following a delay to redeveloping the outdoor space for the Pupil Referral Unit for sports and physical education.
 - 4.4.5. A forecast underspend of (-£1.6m) against Special Educational Needs placements. This underspend includes a one-off (-£0.6m) pupil-led Special Educational Needs contingency carried forward from 2012-13. Any increase in high cost pupil numbers will reduce the underspend.
 - 4.4.6. A forecast (-£0.17m) underspend against school support services.
 - 4.4.7. A forecast underspend of (-£0.015m) against the summer university and a number of miscellaneous underspends against managed funds totalling (-£0.125m).
 - 4.4.8. A forecast underspend of (-£0.06m) against the Special Educational Needs data infrastructure project.
 - 4.4.9. A (-£0.585m) underspend against Alternative Provision due to funding binging on an academic year basis.
 - 4.4.10. Prior year recoupment credits of (-£0.49m) due to a reduction in the provision required for prior year recoupment costs following the settlement of claims with out of borough providers.
 - 4.4.11. A forecast overspend against the Special Educational Needs transport budget of (+£0.25m). This is a combination of underlying demographic pressure from previous years.
- 4.5. Dedicated Schools Grant under and overspends are managed through the Schools Forum.

Environment and Regeneration (+£0.5m)

- 4.6. The Environment and Regeneration Department is projecting an outturn overspend position of (+£0.5m). The outturn variance is made up of:
- 4.6.1. Declining Planning Development and Building Control Fees due to the economic climate (+£0.6m). The gross position is a (+£0.9m) income pressure, partially offset by a (-£0.3m) saving from the implementation of a new service structure within Building Control.
 - 4.6.2. Houses in Multiple Occupation Licence shortfall (+£0.1m).
 - 4.6.3. Aquaterra Head Office rental costs due to its relocation from Ironmonger Row Baths to Isledon Road (+£0.1m).
 - 4.6.4. Library income pressures due to declining CD/DVD/music rentals (+£0.1m).
 - 4.6.5. Procurement costs relating to the Leisure Contract (+£0.1m).
 - 4.6.6. Alternative funding not obtained for Housing related work within the Spatial Planning and Transport service (+£0.2m).
 - 4.6.7. Underachievement of income within the Traffic and Engineering service from capital fee work (+£0.15m).
 - 4.6.8. Overspend within the Cemetery Service due to inaccurate memorial projections (+£0.15m).

- 4.6.9. Additional Public Health grant income not previously reported within Public Realm (-£0.2m).
- 4.6.10. Improved penalty charge notice (-£0.15m), pay and display (-£0.1m) and suspension income (-£0.1m) due to favourable weather conditions compared to risk model assumptions.
- 4.6.11. Savings on fleet lease payments as a result of a policy change to purchasing vehicles (-£0.3m).
- 4.6.12. Highways and Energy Services (-£0.15m) achieving higher income levels due to increased on-street activity.

Housing and Adult Social Services (-£3.3m)

- **Adult Social Care (-£4.4m)**

- 4.7. The overall Adult Social Services 2013-14 forecast outturn is a net (-£4.4m) underspend. This is after allocation of £1.5m corporate demographic contingency for the full-year effect of 2012-13 new placements (allocated in month 4) and £0.8m corporate demographic contingency for the part-year effect of the 2013-14 new placements (allocated in month 11). The main reasons for the outturn variance are:
 - 4.7.1. One-off underspend from the release of the provision for potential Choices tax liability (-£0.2m). This is due to the expiry in 2013-14 of the Revenues and Customs potential claim following the end of the six year period specified by the Limitations Act 1980.
 - 4.7.2. One-off clawback of Direct Payments surpluses in client accounts (-£0.2m). This is due to the review of Direct Payments clients who were not utilising all of their Personal Budget allocation and the introduction of tighter financial monitoring arrangements.
 - 4.7.3. 2014-15 budget savings targeted to be achieved early (-£2.9m). These are from increased integration with Health (-£1.7m), staffing vacancy factor (-£0.5m), Supporting People contract efficiencies (-£0.5m), non-pay efficiencies (-£0.1m) and partnership working with Housing (-£0.1m).
 - 4.7.4. One-off underspend from the Council share of slippage in joint NHS and Council projects in the newly expanded and remodelled Intermediate Care Pooled Budget (-£0.2m).
 - 4.7.5. One-off underspend relating to Goswell Road facilities costs that are no longer required following successful negotiations with the landlord (-£0.2m).
 - 4.7.6. One-off underspend from the Council's share of slippage in Carers' Pooled Budget projects (-£0.1m).
 - 4.7.7. A one-off saving arising from joint work between Adult Social Services and Public Health in Substance Misuse contracts (-£0.4m).
 - 4.7.8. One-off underspends relating to performance reductions from care contracts (-£0.1m); income from HIV/AIDS spot placements for backdated client contributions relating to a financial reassessment (-£0.1m); and on various pay and non-pay Adult Social Care staffing budgets (-£0.2m).
 - 4.7.9. Projected overspend in the Accessible Community Transport budget (+£0.2m).

- **Housing General Fund (+£1.1m)**

- 4.8. The projected outturn variance (+£1.1m) for 2013-14 is comprised of increased expenditure on the direct cost of temporary accommodation (+£1.8m). This is offset in the main by the early implementation of the HRA related saving on compensation for commercial properties income (-£0.5m), underspends on the bad debt provision (-£0.1m) and an additional grant received in respect of the Rent Deposit Scheme (-£0.1m).

Public Health (zero variance)

- 4.9. Public Health is funded via a ring-fenced grant of £24.7m for 2013-14. The service is provided by a single Public Health team, under a single Director of Public Health, created from the merger of two teams from Camden and Islington Primary Care Trusts.
- 4.10. For 2013-14, the public health grant is committed against existing public health services and programmes, continuing from the previous year and transferred to the Council via a transfer scheme, and public health services and programmes included in larger NHS contracts ("block contracts"). The grant is forecast at outturn to be spent in line with the overall allocation.

Corporate Items (-£6.6m)

- 4.11. The Council continues to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates. This has saved the Council (-£3.0m) in interest charges over the financial year. The Treasury Management Strategy is kept under constant review to ensure that available resources are optimised and the longer-term interest rate position reviewed.
- 4.12. Additional one-off grant income (-£2.5m) has been returned from the Government, in the main relating to amounts that were previously 'top-sliced' from our core funding. In addition, budgets transferred from departments where savings have been delivered ahead of time (-£0.9m); delaying the impact of budgeted cost pressures, also due to delivering savings ahead of time (-£1.0m); and reduction in the sundry bad debt provision due to increased collection of sundry debts (-£0.2m).
- 4.13. Offsetting this is uncontrollable expenditure (+£1.0m) due to the Council's statutory duty to provide assistance to all destitute clients who are Non-European Union nationals and can demonstrate need under Section 21 of the National Assistance Act 1948 (commonly referred to as No Recourse to Public Funds).

Contingencies (-£1.0m)

- 4.14. In month 6, £75k was allocated from general contingency to replace 150 trees in the borough as a result of the recent St Jude's Day Storm. This leaves (-£0.925m) unallocated within general contingency, with (-£0.049m) unallocated within the demographic contingency budget.

5. HOUSING REVENUE ACCOUNT

- 5.1. For the Housing Revenue Account (HRA), there is a forecast outturn surplus of (+£1.2m). The main variances are:
- 5.1.1. Increased income from tenants' rents and service charges (-£0.7m).
 - 5.1.2. Increased income from garages and amenities (-£0.3m).
 - 5.1.3. Increased income from leaseholder charges (-£0.2m).
 - 5.1.4. Decrease in expenditure in respect of Bad Debt Provision (-£0.2m).

- 5.1.5. Decrease in expenditure on business rate charges on void properties (-£0.1m).
- 5.1.6. Decrease in expenditure in respect of General Management Costs totalling (-£0.15m).
- 5.1.7. Decrease in expenditure in respect of Special Services Costs totalling (-£0.35m).
- 5.1.8. Commercial Properties - a shortfall in income due to property sales and voids (+£0.1m).
- 5.1.9. An inflationary increase in the cost of Private Finance Initiative (PFI) payments (+£0.2m).
- 5.1.10. A reduction in interest earned on HRA balances (+£0.1m).
- 5.1.11. One-off budget pressures (+£0.4m) linked in the main to welfare reforms and improvements to open spaces on estates.

6. CAPITAL PROGRAMME

- 6.1. The Council delivered £85.5m of capital expenditure in 2013-14, which represents 93% of the annual programme. **Table 2** below sets out this expenditure at a departmental level and **Appendix 3** provides further detail on a scheme by scheme basis, including slippage of capital expenditure into 2014-15.

Table 2: 2013-14 Capital Programme by Department

Department	Annual Programme (£m)	Capital Expenditure (£m)	Slippage to 2014-15 (£m)
Adults Social Services	3.2	2.7	(0.5)
Housing	51.6	50.8	(0.8)
Children's Services	16.4	14.3	(2.1)
Environment and Regeneration	17.0	15.8	(1.2)
Finance and Resources	2.0	0.3	(1.7)
Corporate Projects	2.1	1.6	(0.5)
Total	92.3	85.5	(6.8)

Capital Financing

- 6.2. The provisional funding of the 2013-14 capital programme is shown in **Table 3** below.

Table 3: Provisional Funding of 2013-14 Capital Programme

Funding Source	(£m)
Capital Receipts	12.6
Borrowing	8.0
Government Grants and Other External Contributions	12.6
Major Repairs Reserve	32.9
Capital Reserve and Revenue Contributions	19.4
Total	85.5

- 6.3. As part of the funding of the capital programme, the following reserves movements over £500k require Executive approval under the Council's financial regulations:
- 6.3.1. Drawdown from the Capital Reserve (£15.175m), Building Schools for the Future Smoothing Reserve (£1.276m) and PFI Waste Reserve (£0.597m).

6.3.2. Transfer from the Invest to Save Reserve (£2.795m), Services Specific Reserve (£2m) and PFI Street Lighting Reserve (£3.126m) to the Capital Reserve.

Treasury Management

- 6.4. The Council's average rate of interest on its debt fell from 5.74% in 2012-13 to 5.30% in 2013-14. As at 31st March 2014, the Council had £10m of temporary borrowing and total long term debt of £288m (of which £261m is Public Works Loan Board loans and £26.5m loans from other local authorities) and held £22m of investments.
- 6.5. During the financial year the Council complied within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Annual Treasury Strategy Statement.

7. SUNDRY INCOME MANAGEMENT

- 7.1. In 2013-14 we collected £53.5m which represents 90% of Net Collectable Debit, an improvement on the 2012-13 outturn of 86%, or £2m in monetary terms. Arrears at year-end were just £6.1m which is the lowest level ever recorded.
- 7.2. The net sum of just £48k has been written off, under delegated authority, during the financial year 2013-14 and has been funded from provisions already made. This compares to £64k written off in 2012-13, and is well within normal expectations. Sundry debt write-offs are no longer recorded by service departments but are held within the corporate billing and debt management systems. Our level of sundry debt write-offs are amongst the lowest of any Local Authority and the amount written-off in 2013-14 was our lowest on record.

8. COUNCIL TAX AND NNDR COLLECTION RATES

- 8.1. Our collection of 95.9% is just above the target that we set for 2013-14. We were concerned that the Council Tax Support implementation would cause council tax collection to fall more dramatically but our decision to hold the reduction to 8.5%, and to introduce a series of measures to help the residents affected by this change, has enabled us to achieve within 0.9% of the 2012-13 level which was our highest ever council tax collection. For 2013-14 we have written off £2,074,465 of council tax arrears.
- 8.2. We have achieved a good return on National Non Domestic Rate 2013-14 in-year collection. Our collection of 98.2% is only slightly down on the previous year's collection of 98.5%. For 2013-14 we have written off £3,069,676 of National Non Domestic Rate arrears.
- 8.3. The collection rates for recent years are shown in **Table 4** below.

Table 4: Collection Rates

	2012-13	2013-14	
	Actual	Target	Actual
Council Tax Collection Rate	96.8%	95.8%	95.9%
NNDR Collection Rate	98.5%	98.5%	98.2%

9. CORPORATE RISK REGISTER

- 9.1. The Corporate Risk Register at **Appendix 4** outlines the key strategic risks that the Council faces, alongside some of the key management actions that we have put in place to help manage and mitigate the potential impact of these.

10. CLOSING OF ACCOUNTS PROGRESS 2013-14

- 10.1. The Council has a comprehensive timetable for the closing of its accounts. Progress against this timetable is currently on track, with departmental work mainly completed and the accounts now being consolidated corporately and supporting documentation being prepared.
- 10.2. In view of the fact that there is still work to be completed before the accounts are finalised, the Executive is asked to delegate to the Corporate Director of Finance and Resources the authority to agree any final changes to the accounts prior to their submission to the auditors by 30th June 2014.

11. IMPLICATIONS

Financial Implications

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

Legal Implications

- 11.2. In practical terms the law requires that the Council must always plan to balance its spending plans against resources so as to avoid a deficit occurring in any year. Accordingly, Members need to be reasonably satisfied that expenditure is being contained within budget and that the net savings targets for the current financial year will be achieved so as to ensure that income and expenditure balance.

Environmental Implications

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

Equality Impact Assessment (EIA)

- 11.4. An EIA was carried out for the 2013-14 Budget Report approved by Full Council. This report notes the financial performance of the Council for the year to date but does not have any direct policy implications; therefore, it is not considered necessary to carry out a separate EIA for this report.

Background papers: None

Responsible Officer:

Steve Key
Assistant Director (Service Finance)

Report Author:

Tony Watts
Head of Financial Planning

Signed by



2 May 2014

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Executive Member for Finance and
Performance

Date

Appendix 1 - Revenue Budget Monitoring Provisional 2013-14 Outturn

GENERAL FUND					
Department/Service Area	Original Budget	Current Budget	Forecast Outturn	Variance Month 12	Variance Month 11
	£'000	£'000	£'000	£'000	£'000
FINANCE AND RESOURCES					
Head of Internal Audit	645	697	713	16	4
Procurement	(816)	(577)	(591)	(14)	0
Corporate Finance	(1,340)	(12,480)	(12,588)	(108)	0
Director of Finance	209	93	94	1	(5)
Financial Management	702	169	201	32	(65)
Service Finance	74	856	478	(378)	(260)
Financial Operations	5,371	8,101	8,093	(8)	(7)
Digital Services and Transformation	(328)	1,783	1,867	84	103
Contact Islington	163	466	720	254	196
Property - Accommodation and Facilities	(162)	578	577	(1)	(28)
Property - Corporate Real Estate	115	579	575	(4)	7
Total	4,633	265	139	(126)	(55)
CHIEF EXECUTIVES					
Chief Executive	3	90	17	(73)	(76)
Governance and HR	223	1,879	1,385	(494)	(527)
Strategy and Community Partnerships	7,284	8,565	8,344	(221)	(233)
Total	7,510	10,534	9,746	(788)	(836)
CHILDREN'S SERVICES					
Schools	6,244	16,506	16,506	0	0
Strategy and Commissioning	15,571	15,857	15,598	(259)	414
Schools and Young People	7,826	9,084	8,992	(92)	(723)
Targeted and Specialist - Children's and Families	39,176	42,264	42,543	279	(222)
Departmental Support	12,331	10,020	9,242	(778)	(4)
Total	81,148	93,731	92,881	(850)	(535)
ENVIRONMENT AND REGENERATION					
Directorate	(94)	6	6	0	0
Planning and Development	2,267	3,232	4,065	833	693
Public Protection	10,698	13,609	14,020	411	187
Public Realm	28,908	32,847	32,126	(721)	(1)
Total	41,779	49,694	50,217	523	879
HOUSING & ADULT SOCIAL SERVICES					
Housing Administration	1,727	1,758	1,260	(498)	(476)
Housing Development and Housing Strategy	275	276	286	10	10
Housing Needs / Homelessness Indirect	1,558	2,444	2,496	52	91
Temporary Accommodation / Homelessness Direct	2,414	2,017	3,565	1,548	1,574
Contribution to General Fund Services	926	926	943	17	0
Housing Needs & Strategy Total	6,900	7,421	8,550	1,129	1,199
Adult Social Care	32,815	33,448	33,113	(335)	(391)
Community Services	16,324	19,487	16,687	(2,800)	(2,697)
Strategy and Commissioning	34,730	33,142	31,835	(1,307)	(1,393)
Adult Social Services Total	83,869	86,077	81,635	(4,442)	(4,481)
HASS Total	90,769	93,498	90,185	(3,313)	(3,282)
PUBLIC HEALTH					
NHS Health Checks	477	477	358	(119)	(86)
Obesity and Physical Activity	760	762	792	30	(7)
Other Public Health	(19,734)	(20,507)	(20,716)	(209)	(42)
Sexual Health	7,839	8,052	8,559	507	165
Smoking and Tobacco	950	950	652	(298)	0
Substance Misuse	9,056	9,145	9,040	(105)	(78)
Children and Young People	652	1,264	1,458	194	0
Public Health Total	0	143	143	0	(48)
GROSS DEPARTMENT TOTAL	225,839	247,865	243,311	(4,554)	(3,877)

Appendix 1 - Revenue Budget Monitoring Provisional 2013-14 Outturn

Department/Service Area	Original Budget £'000	Current Budget £'000	Forecast Outturn £'000	Variance Month 12 £'000	Variance Month 11 £'000
CORPORATE ITEMS					
Corporate and Democratic Core / Non Distributed Costs	18,402	17,776	17,776	0	0
Insurance Fund	(300)	(300)	(300)	0	0
Transfer to/(from) Earmarked Reserves	10,467	(17,941)	(17,941)	0	0
Transfer to/(from) General Balance	(2,882)	(2,882)	(2,882)	0	0
Levies	21,090	21,090	21,120	30	(160)
Appropriations	(21,282)	(22,166)	(22,166)	0	0
Capitalised Expenditure	4,481	15,681	15,608	(73)	0
Corporate Financing Account	4,853	4,244	1,288	(2,956)	(2,500)
Unringfenced Grants	(10,399)	(25,181)	(25,184)	(3)	0
IAS19 (Revenue Appropriations)	0	(406)	(406)	0	0
Other Corporate Items	1,048	16,478	11,854	(4,624)	(1,374)
Council Tax and Unringfenced Government Grants	(255,498)	(255,498)	(255,501)	(3)	0
No Recourse to Public Funds	268	268	1,240	972	837
Corporate Items Total	(229,752)	(248,837)	(255,494)	(6,657)	(3,197)
TOTAL NET OF CORPORATE ITEMS	(3,913)	(972)	(12,183)	(11,211)	(6,124)
Demographic Contingencies	2,912	47	0	(47)	(827)
General Contingencies	1,000	925	0	(925)	(925)
GENERAL FUND TOTAL (UNDER)/OVER	0	0	(12,183)	(12,183)	(7,876)

HOUSING REVENUE ACCOUNT					
Dwelling Rents	(149,862)	(149,862)	(150,508)	(646)	(400)
Non Dwelling Rents	(1,708)	(1,708)	(1,592)	116	224
Heating Charges	(2,163)	(2,163)	(2,222)	(59)	0
Leaseholders Charges	(7,183)	(11,212)	(11,777)	(565)	(200)
Other Charges for Services and Facilities	(3,632)	(3,444)	(3,728)	(284)	(265)
HRA Subsidy Receivable	0	0	0	0	0
Private Finance Initiative 1 Credit	(6,140)	(6,140)	(6,140)	0	0
Private Finance Initiative 2 Credit	(16,412)	(16,715)	(16,715)	0	0
Interest Receivable	(504)	(504)	(397)	107	0
Reduced Prov. For Bad Debt	0	0	0	0	0
Contribution from General Fund	(833)	(833)	(833)	0	0
Subvention from HRA Balances	0	0	0	0	0
Gross Income	(188,438)	(192,581)	(193,912)	(1,331)	(641)
Repairs and Maintenance	23,016	23,251	23,461	210	0
Revenue Contribution to Capital	7,900	7,900	7,896	(4)	0
General Management	41,779	43,557	43,413	(144)	37
Homes for Islington Contract Payment	0	0	0	0	0
Private Finance Initiative 1 Payments	10,634	11,397	11,365	(32)	81
Private Finance Initiative 2 Payments	27,756	29,562	29,790	228	125
Contribution to Private Finance Initiative Smoothing Fund	61	61	61	0	0
Private Finance Initiative 1 - Appropriations	0	0	0	0	0
Special Services	15,601	15,424	15,107	(317)	42
Rents, Rates, Taxes and Other Charges	588	588	479	(109)	(65)
Capital Financing Costs	59,002	59,141	59,178	37	0
Bad Debt Provisions	750	750	582	(168)	0
HRA Contingency and Growth	1,350	950	1,405	455	547
Gross Expenditure	188,437	192,581	192,737	156	767
HRA Net (Surplus) / Deficit	(0)	0	(1,175)	(1,175)	126

2013-14 Provisional Outturn Carry Forwards

APPENDIX 2

Department	Service Area	Amount (£)	Brief Explanation	Carry forward or hold in reserves? Which reserve?	Council Funding or Grant? If grant, please specify which grant.	If Grant, does it have restrictions?	Cost Centre / Nominal for budget adjustment in 2013-14	Cost Centre / Nominal for budget adjustment in 2014-15
Chief Executive's Department	Community Safety	24,500.00	This grant for strengthening prevention of extremism in Islington was received late in the financial year and will be spent in 2014-15.	Carry Forward to Services Specific Reserve	Grant - Prevent	Yes	CS119 TF09	CS119 TF09
Chief Executive's Department	Community Safety	30,000.00	This is a Voluntary and Community Sector contingency pot that has been fully allocated for use in 2014-15.	Carry Forward to Services Specific Reserve	Council Funding	N/A	CS130 LL00	CS130 LL00
Chief Executive's Department	Democratic Services	10,533.53	Contributions/donations/fundraising for Mayor to spend. Term runs to May and must be spent in full. Carry forward is the amount not spent as at 31st March.	Carry Forward to Services Specific Reserve	Council Funding	N/A	LM101 ED07	LM101 ED07
Chief Executive's Department	Democratic Services	2,625.33	Contributions/donations/fundraising for Deputy Mayor to spend. Term runs to May and must be spent in full. Carry forward is the amount not spent as at 31st March.	Carry Forward to Services Specific Reserve	Council Funding	N/A	LM101 ED08	LM101 ED08
Chief Executive's Department	Democratic Services	1,876.50	Carry forward of Mayor Coves Awards Fund for next annual event to recognise and reward those people who either work or live in the borough and make a positive and selfless contribution to the lives of others in Islington.	Carry Forward to Services Specific Reserve	Council Funding	N/A	LM101 EV11	LM101 EV11
Chief Executive's Department	Democratic Services	8,836.00	Funds originally transferred from capital (due to accounting regulations) to pay for customisation of the room booking system for the Assembly Hall, for which there has been a slight delay.	Carry Forward to Services Specific Reserve	Council Funding	N/A	LM103 EC30	LM103 EC30
Chief Executive's Department	Partnerships and Employability	40,366.89	Local Initiative Fund (North) allocated during 2013-14 that will run into future years.	Carry Forward to Services Specific Reserve	Council Funding	N/A	DG232 LL00	DG232 LL00
Chief Executive's Department	Partnerships and Employability	57,379.96	Local Initiative Fund (South) allocated during 2013-14 that will run into future years.	Carry Forward to Services Specific Reserve	Council Funding	N/A	DG233 LL00	DG233 LL00
Chief Executive's Department	Partnerships and Employability	22,030.19	Local Initiative Fund (East) allocated during 2013-14 that will run into future years.	Carry Forward to Services Specific Reserve	Council Funding	N/A	DG234 LL00	DG234 LL00
Chief Executive's Department	Partnerships and Employability	39,336.53	Local Initiative Fund (West) allocated during 2013-14 that will run into future years.	Carry Forward to Services Specific Reserve	Council Funding	N/A	DG235 LL00	DG235 LL00
Chief Executive's Department	Partnerships and Employability	197,698.04	This is a Voluntary and Community Sector contingency pot that has been fully allocated for use in 2014-15.	Carry Forward to Services Specific Reserve	Council Funding	N/A	CC113 EC00	CC113 EC00
Chief Executive's Department	Partnerships and Employability	137,455.00	This is a Voluntary and Community Sector contingency pot that has been fully allocated for use in 2014-15.	Carry Forward to Services Specific Reserve	Council Funding	N/A	CC114 EC00	CC114 EC00
Chief Executive's Department	Partnerships and Employability	3,531.74	Funds originally transferred from capital (due to accounting regulations) for the development of equipment in community hubs in order to support the changes to Government policies.	Carry Forward to Services Specific Reserve	Council Funding	N/A	CC121 EC00	CC121 EC00
Chief Executive's Department	Partnerships and Employability	57,756.00	Welfare Reform Additional Support - This funding is required to be carried forward to commission a service that will support a reconfigured employment support team, with one key area of focus to include disabled residents.	Carry Forward to Services Specific Reserve	Council Funding	N/A	CC122 LX00	CC122 LX00
Chief Executive's Department	Partnerships and Employability	22,364.38	Business Support - The budgets for these projects were issued late in the financial year, which has a knock on effect to the improvement works starting.	Carry Forward to Services Specific Reserve	Council Funding	N/A	B0401 EC00	B0401 EC00
Chief Executive's Department	Partnerships and Employability	23,658.65	Business Boost Town Centre Management Initiative - The budgets for these projects were issued late in the financial year, which had a knock on effect to the improvement works starting.	Carry Forward to Services Specific Reserve	Council Funding	N/A	B0402 EC00	B0402 EC00
Chief Executive's Department	Partnerships and Employability	44,115.06	Million Minutes Arts Led Regeneration Initiative - The budgets for these projects were issued late in the financial year, which had a knock on effect to the improvement works starting.	Carry Forward to Services Specific Reserve	Council Funding	N/A	B0403 EC00	B0403 EC00
Chief Executive's Department	Partnerships and Employability	43,589.00	ALD Community Theatre - The budgets for these projects were issued late in the financial year, which had a knock on effect to the improvement works starting.	Carry Forward to Services Specific Reserve	Council Funding	N/A	B0404 EC00	B0404 EC00
Chief Executive's Department	Partnerships and Employability	48,373.37	Finsbury Park Improvements - These are projects spanning more than one financial year.	Carry Forward to Services Specific Reserve	Council Funding	N/A	B0405 EC00	B0405 EC00
Chief Executive's Department	Partnerships and Employability	9,316.97	Finsbury Park Bridges - These are projects spanning more than one financial year.	Carry Forward to Services Specific Reserve	Council Funding	N/A	B0406 EC00	B0406 EC00
Chief Executive's Department	Partnerships and Employability	53,679.45	Childcare Bursaries - This funding is required to be carry forward due to a recent upward trend in demand, likely to continue as a result of changes to the benefit system.	Carry Forward to Services Specific Reserve	Council Funding	N/A	B0114 LL00	B0114 LL00
Chief Executive's Department	Partnerships and Employability	4,221.00	Smoke Free Alliance additional policing at Nags Head that spans more than one financial year.	Carry Forward to Services Specific Reserve	Council Funding	N/A	B0112 EV11	B0112 EV11
Chief Executive's Department	Partnerships and Employability	10,000.00	This grant will be spent in 2014-15 to run some become a market trader workshops to help local unemployed people become self-employed.	Carry Forward to Services Specific Reserve	Grant - Portas	Yes	B0112 TC19	B0112 TC19
Children's Services	Strategy and Commissioning - Asset Management	63,939.66	Schools buy into the Asset Management service, but expenditure levels vary each year depending on the maintenance needs of school. The unspent balance is carried forward each year on behalf of schools to smooth out lumps in expenditure.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EM820 CH00	EM820 CH00
Children's Services	Strategy and Commissioning - Early Years	180,000.00	The unspent balance is being carried forward to extend the programme by one year when the time limited funding stream ends in 2017-18.	Hold in Services Specific Reserve	Council Funding	N/A	EG562 LL00	EG562 LL00
Children's Services	Strategy and Commissioning - Early Years	283,046.00	The London Childcare Grant was awarded in December 2013 to enable schools and children's centres to develop more flexible childcare for parents and extend the core offer to 9 to 5. This work will be undertaken in 2014-15.	Carry Forward to Services Specific Reserve	Grant - London Childcare Grant	Yes	EG562 TC17	EG562 EC00
Children's Services	Strategy and Commissioning - Education Contract	133,459.23	Repayment from Cambridge Education representing the surplus on the former school and pupil services contract. This is one-off income and is being reinvested in the 3-year community budget to provide further support to vulnerable pupils and the priority issue of attendance and to help maximise the payment by results outcome.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EB301 LN17	ET750 EC00
Children's Services	Strategy and Commissioning - Information and Performance	70,000.00	This carry forward will allow the self-serve reporting project work to be more fully developed. The workload around social care has increased, partly as a result of focus on adoption and the need for management oversight, and it is also anticipated that more resources will be needed in the Youth Offending Service in the short-term.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EF316 AA00	EF316 AA00
Children's Services	Strategy and Commissioning - Post 16 Bursary	181,686.00	Reinvestment of the underspend against the Post 16 Bursary in the community budget to target support at disadvantaged families with multiple needs and sustain the programme for an extended period when the time limited funding stream ends in 2017-18.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EM825 LN24	EM825 LN24
Children's Services	Strategy and Commissioning - Professional Development Centre	20,000.00	Carry forward of additional income to support the ongoing development of the Professional Development Centre as a modern training venue.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EC451 TJ05	EC451 TJ05
Children's Services	Strategy and Commissioning - Various	39,000.00	Carry forward of underspends to: - ensure that we continue to support the quality of the play offer in the borough, through supporting the professional development of the workforce - further develop the Oyster card touch-in systems at Lift, Platform and the Rosebowl - enable completion of project work across the Children's Partnership	Carry Forward to Services Specific Reserve	Council Funding	N/A	EN209 - E29,000.00 EN213 - E10,000.00	EC00 EN209 - E29,000.00 EN213 - 10,000.00
Children's Services	Targeted and Specialist Children and Families - Adoption Reform	343,278.00	The Adoption Reform Grant is required to be spent on structural reform to increase the supply of adopters, including funding the equalisation of inter-agency fees. The grant is also designed to reduce the backlog of children waiting for adoption, particularly by developing innovative ways of finding adoptive families for children who traditionally wait longer than average to be adopted. The carry forward represents the ongoing commitment/project to achieve this reform.	Carry Forward to Services Specific Reserve	Grant - Adoption Reform Grant	Yes	ER825 EC00	ER825 EC00
Children's Services	Targeted and Specialist Children and Families - Community Based Budget	1,778,131.00	Re-phasing of the 3-year Community Based Budget funding including the Families First, Exemplar and Troubled Families services. The carry forward is essential to support the Community Based Budget agenda and the services deliverables that are essential in the effective delivery of the programme.	Carry Forward to Services Specific Reserve	Council Funding	N/A	ET750 EC00	ET750 EC00
Children's Services	Targeted and Specialist Children and Families - Islington Safeguarding Children Board	33,674.00	The Islington Safeguarding Children Board (ISCB) is the key statutory, strategic mechanism for agreeing how organisations in each local area cooperate to safeguard and promote the welfare of children in Islington. The Board is comprised of senior level personnel from a variety of agencies and the general budget for the ISCB is funded through agency contributions. The underspend does not therefore belong to the council but to the partnership, and a small contingency multi-agency budget is needed to meet future unexpected demand e.g. costs of independent enquiries into multi-agency child protection.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EV101 EC00	EV101 EC00
Children's Services	Targeted and Specialist Children and Families - North London Adoption Consortium	120,000.00	Islington Council manages this budget on behalf of the six boroughs in the North London Adoption Consortium for shared recruitment of adopters and to fund work to review the approach to adoption across all six boroughs. The underspend does not belong solely to Islington Council but to all six partners.	Carry Forward to Services Specific Reserve	Council Funding	N/A	ER630 EC00	ER630 EC00
Children's Services	Young People's Services - Active Play	119,590.47	Grant funding for number of schools and community organisations to improve playgrounds and other outdoor spaces. Due to be spent in 2014-15.	Carry Forward to Services Specific Reserve	Grant - NHS Grant	Yes	EC322 EC00	EC322 EC00
Children's Services	Young People's Services - Healthy Schools	105,152.88	This carry forward is required to maintain the service in 2014-15.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EC321 EC00	EC321 EC00
Children's Services	Young People's Services - School Improvement	10,749.00	Carry forward of Phonics Moderation Grant.	Carry Forward to Services Specific Reserve	Grant - Phonics Moderation Grant	Yes	EC450 EC00	EC450 EC00
Children's Services	Young People's Services - School Sports	72,772.13	Carry forward of School Sports Grant to maintain service in 2014-15.	Carry Forward to Services Specific Reserve	Grant - Schools Sports Grant	N/A	EC452 EC00	EC452 EC00
Children's Services	Young People's Services - Special Educational Needs	40,116.95	The Children and Families Bill will transform the lives of children and young people with Special Educational Needs (SEN). It will improve outcomes for children and young people with SEN; increase choice and control for parents; and promote a less adversarial system. Local authorities are undertaking a range of reforms to prepare for these changes. An SEN reform grant was awarded late in 2013-14 to support these changes and we are in the process of recruiting to a post to help manage this complex programme of change.	Carry Forward to Services Specific Reserve	Grant - SEN Reform Grant	N/A	EC400 EC00	EC400 EC00
Children's Services	Young People's Services - Spectrum Alternative Provision	26,000.00	Alternative Provision at Spectrum works on an academic year basis, planning activity and collecting income across the financial years.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EJ266 EF09	EJ266 EF09
Children's Services	Young People's Services - Standing Advisory Council on Religious Education Board	9,670.16	Carry forward of the underspend against the statutory Standing Advisory Council on Religious Education Board to fund a planned programme of projects to support schools to develop effective Religious Education teaching through Continued Professional Development (CPD) and professional networking opportunities, developing pupil voice, and promoting inter-faith dialogue and understanding.	Carry Forward to Services Specific Reserve	Council Funding	N/A	EM304 EC00	EM304 EC00
Children's Services	Young People's Services - Upward Bound	44,762.04	Carry forward of the Dame Alice Owen Foundation funding for Upward Bound that supports work to increase outcomes for children from deprived backgrounds. The carry forward is required to maintain the existing programme.	Carry Forward to Services Specific Reserve	Grant - Third Part Contribution from Dame Alice Owen	Yes	EC454 EC00	EC454 EC00

Appendix 3 - Capital Programme Financial Outturn 2013-14


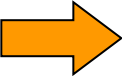

	Budget 2013-14						Year To Date		
	Original Budget £	Slippage In £	Capital Virements £	Changes In Resources £	Slippage Out £	Current Budget £	Expenditure £	Current Variance £	% Spend Against Budget
ADULT SOCIAL SERVICES									
AIDS AND ADAPTATIONS	2,637,000	276,111	-	(526,111)	-	2,387,000	2,078,673	(308,327)	87.1%
OTHER ADSS CAPITAL	691,481	263,000	75,000	(260,439)	-	769,042	608,305	(160,737)	79.1%
TOTAL ADULT SOCIAL SERVS	3,328,481	539,111	75,000	(786,550)	-	3,156,042	2,686,978	(469,064)	85.1%
HOUSING									
TOTAL MAJOR WORKS & IMPROVEMENTS	36,530,000	(356,159)	525,000	-	-	36,698,841	38,193,670	1,494,829	104.1%
TOTAL NEW HOMES	17,491,000	338,138	-	-	(3,212,138)	14,617,000	12,259,871	(2,357,129)	83.9%
TOTAL HOUSING ISLINGTON	-	300,000	-	-	-	300,000	300,000	-	100.0%
TOTAL HOUSING	54,021,000	281,980	525,000	-	(3,212,138)	51,615,842	50,753,541	(862,301)	98.3%
SUBTOTAL HOUSING & AdSS	57,349,481	821,091	600,000	(786,550)	(3,212,138)	54,771,884	53,440,519	(1,331,365)	97.6%
CHILDREN'S SERVICES									
<i>Building Schools for the Future (BSF)</i>									
BSF	3,909,198	(894,833)	-	2,619,571	-	5,633,936	5,633,936	(0)	100.0%
TOTAL BSF	3,909,198	(894,833)	-	2,619,571	-	5,633,936	5,633,936	(0)	100.0%
TOTAL PRIMARY SCHOOLS	4,798,000	280,721	910,745	937,526	(2,522,536)	4,404,456	3,140,445	(1,264,011)	71.3%
TOTAL ELECTRICAL AND MECHANICAL	1,781,000	789,760	(720,000)	863,364	-	2,714,124	2,397,538	(316,586)	88.3%
TOTAL EARLY YEARS	1,697,673	63,361	66,342	838,000	(1,120,900)	1,544,476	1,269,306	(275,170)	82.2%
TOTAL YOUTH CENTRES	-	312,746	(154,356)	228,040	-	386,430	369,507	(16,923)	95.6%
TOTAL CHILDREN'S OTHER	200,000	171,417	(102,731)	1,998,596	(566,377)	1,700,905	1,528,645	(172,260)	89.9%
TOTAL CHILDREN'S SERVICES	12,385,871	723,173	-	7,485,097	(4,209,813)	16,384,328	14,339,377	(2,044,951)	87.5%
E&R									
TOTAL OTHER E&R	-	163,457	(117,692)	(45,765)	-	(0)	-	0	
PLANNING & DEVELOPMENT									
ARCHWAY DEVELOPMENT	100,000	116,917	-	-	(100,000)	116,917	93,361	(23,556)	79.9%
SECTION 106	2,624,098	15,558	-	(2,574,303)	-	65,353	65,352	(1)	100.0%
TRANSPORT PLANNING	100,000	-	(45,412)	43,000	-	97,588	87,588	(10,000)	89.8%
TOTAL PLANNING AND DEVELOPMENT	2,824,098	132,475	(45,412)	(2,531,303)	(100,000)	279,858	246,301	(33,557)	88.0%
PUBLIC PROTECTION									
CEMETERIES	-	210,499	-	169,845	-	380,344	380,344	0	100.0%
DISABLED FACILITIES	601,000	159,578	247,647	4,717	-	1,012,942	992,594	(20,348)	98.0%
EMPTY PROPERTIES GRANTS	100,000	-	(100,000)	-	-	-	-	-	-
LIBRARIES	422,134	113,816	-	70,201	(100,000)	506,151	503,528	(2,623)	99.5%
PRIVATE SECTOR HOUSING	700,000	118,049	(570,760)	304,750	-	552,039	499,052	(52,987)	90.4%
TOTAL PUBLIC PROTECTION	1,823,134	601,942	(423,113)	549,513	(100,000)	2,451,476	2,375,518	(75,958)	96.9%
PUBLIC REALM									
BOILER REPLACEMENT PROG	492,000	226,084	200,000	-	990,950	1,909,034	1,745,337	(163,697)	91.4%
COMBINED HEAT AND POWER	500,000	270,974	-	347,413	(400,000)	718,387	376,398	(341,989)	52.4%
FLEET MANAGEMENT	-	-	-	-	-	-	967,318	967,318	-
GREENSPACE	719,752	784,595	16,253	626,807	(383,000)	1,764,407	1,489,994	(274,413)	84.4%
HIGHWAYS	1,400,000	376,103	583,689	937,805	-	3,297,597	2,934,891	(362,706)	89.0%
HOME ENERGY EFFICIENCY	508,000	132,583	(525,000)	-	-	115,583	-	(115,583)	0.0%
IRONMONGER ROW BATHS	205,297	237,008	340,805	-	-	783,110	349,107	(434,003)	44.6%
LEISURE	250,000	10,174	-	760,018	-	1,020,192	1,002,310	(17,882)	98.2%
STREET ENVIRONMENT	-	-	-	43,954	-	43,954	43,954	-	100.0%
TRAFFIC AND ENGINEERING	5,093,040	244,123	(554,530)	56,248	(180,000)	4,658,881	4,265,757	(393,124)	91.6%
TOTAL PUBLIC REALM	9,168,089	2,281,642	61,217	2,772,245	27,950	14,311,143	13,175,066	(1,136,077)	92.1%
TOTAL ENVIRONMENT & REGENERATION	13,815,321	3,179,515	(525,000)	744,690	(172,050)	17,042,476	15,796,885	(1,245,591)	92.7%
FINANCE & PROPERTY									
ASSEMBLY HALL FACILITIES	-	8,836	-	(8,836)	-	0	-	(0)	0.0%
FINANCE	-	128,771	-	(65,286)	-	63,485	-	(63,485)	0.0%
ICT	2,500,000	459,121	-	(1,030,724)	-	1,928,397	350,243	(1,578,154)	18.2%
TOTAL FINANCE	2,500,000	596,728	-	(1,104,846)	-	1,991,882	350,243	(1,641,639)	17.6%
TOTAL FINANCE AND PROPERTY	2,500,000	596,728	-	(1,104,846)	-	1,991,882	350,243	(1,641,639)	17.6%
CORPORATE									
CORPORATE PROJECTS	-	735,431	1,447,513	(41,477)	-	2,141,467	1,644,707	(496,760)	76.8%
TOTAL CORPORATE	-	735,431	1,447,513	(41,477)	-	2,141,467	1,644,707	(496,760)	76.8%
TOTAL LBI	86,050,673	6,055,938	1,522,513	6,296,914	(7,594,001)	92,332,037	85,571,731	(6,760,306)	92.7%

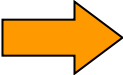
Appendix 4 - Islington Council Corporate Risk Register

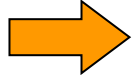
Executive Summary

The Council is facing a challenging financial environment over the medium-term and this is reflected in the risks that are becoming more significant. It will be important to ensure that financial performance and service delivery continue to be carefully monitored and potential risks identified and addressed in a timely manner, to ensure that outcomes are achieved as planned. Government policy changes and other changes in the external environment will also continue to be monitored and their potential impact on the council carefully assessed.


Risk Direction of Travel


	3
	9
	2

Ref	Risk / Opportunity	Background Information	Risk/Opportunity Details	Current Rating			Officer Lead	Actions to Achieve or Maintain Target Score	Target Score	Current Heat Map Rating	Direction of Travel									
				Impact	Likelihood	Overall														
CR-1.	Strategic Partnerships	<p>Strategic partnerships are a way of working with local public sector partners, businesses and the third sector to improve the quality of life for local people.</p> <p>The Council is often reliant on strong working relationships with these partners to deliver the outcomes it is seeking for the local area.</p>	<p>Failure of the Council to effectively engage with and manage its strategic partnerships could</p> <p>Lead to, a lack of joint working, poor planning for services in the borough and limited resources wasted through overlaps and duplication</p> <p>Results in less effective service delivery, poor experiences for residents and deterioration in outcomes for the borough.</p>	2	1	2	Assistant Chief Executive (Strategy & Community Partnerships)	<p>The Council has developed strong relationships with its partners; with effective communication on grant and funding reductions. The Islington Partnership Board has been established. The Employment Services Board has been set up, underpinned by SLAs between those who provide employment services. Children's Services have established clear SLAs that focus on the outcomes for targeted groups generated by our priorities for early intervention and high quality universal services.</p> <p>Key partners have been successfully engaged:</p> <ul style="list-style-type: none"> a. in the Community Budget Pilot to seek their agreement to pool resources and re-design services across organisational boundaries. b. in the delivery and/or commissioning of services which are joined up and seek to tackle the root causes of problems rather than the symptoms for which different organisations are responsible. 	2	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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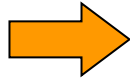
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CR-2.	Public Sector Budget Cuts	<p>Further financial pressures and risks are emerging due to changes in local government funding and local demographics meaning that there is a budget gap of around £55m over the next two years. These include: -</p> <ul style="list-style-type: none"> • Further local government funding cuts now announced for 2015-16 • Further changes to the national economic outlook including the impact of unbudgeted inflationary pressures • Demographic pressures resulting in significantly increased demand for adult social care and other council services • Continuing to maintain services within much tighter financial margins and a reduced contingency budget • New risks relating to the localisation of council tax support and the new business rates retention system • Academies funding and free schools 	<p>Failure to effectively manage the savings required to balance the Council's budget over the medium-term:</p> <p>Leads to:</p> <ul style="list-style-type: none"> ❖ an adverse impact on the Council's financial standing ❖ inability to deliver services to the required standard ❖ possible legal action by affected parties ❖ Staff industrial action <p>Results in poorer outcomes for residents and a negative impact on the Councils reputation</p>	3	2	6	Corporate Director, Finance and Resources	<p>The Council passed a balanced budget in February 2014 meaning that £112m of savings have been found and delivered since 2011.</p> <p>Work is underway to identify and deliver further new savings in order to close the remaining medium term gap and deal with additional pressures as they arise.</p> <p>We spent within our budget in the 2013-14 financial year.</p>	4	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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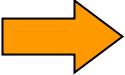
CR-3.	Multi Agency Working	<p>Multi agency working means different services, agencies, teams of professionals and other staff working together to provide services that meet the needs of our residents, businesses and stakeholders.</p> <p>Multi agency working is challenging and demanding. Every agency and profession will have different priorities and demands made upon them. However, all those who work together have shared aims and a common purpose.</p>	<p>Failure of the Council to be aware of the environment and pressures that other 'agencies' are working in</p> <p>Leads to the breakdown in the relationship and in the communications between the agencies</p> <p>Results in an adverse impact on the level of service to residents, businesses and stakeholders.</p>	2	2	4	Corporate Directors, Children's Services & Adults Services	<p>The Council has established a number of dedicated multi-agency teams to provide services to residents, businesses and stakeholders. These include:</p> <ul style="list-style-type: none"> ❖ Youth Offending Service – legislation requires that the service is delivered through a partnership between police, probation, health and the local authority. Poor inspection outcomes require a multi agency improvement plan. ❖ An integrated care programme is in place with the Clinical Commissioning group, Whittington Health and Camden and Islington Foundation trust which seeks to ensure multi-disciplinary work is properly planned and implemented. <p>Further information is included under the risks associated with Safeguarding Adults and Children.</p>	2	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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CR-4.	Housing Market & Homelessness	<p>Housing is about much more than ensuring everyone has a roof over their heads. A safe and secure place to call home gives people a strong foundation for every aspect of their lives. The Council is committed to providing high standard, safe and affordable housing in line with the borough's social housing needs.</p> <p>Changes to the Housing Benefit entitlement were introduced on 01 April 2011 with further changes taking effect in Oct 2011, Jan 2012 April 2013 and onwards.</p> <p>These changes are likely to increase the demand for affordable housing and temporary accommodation, whilst impacting the council's ability to deliver this.</p> <p>The changes will also make use of the private sector to prevent homelessness increasingly challenging, both within the borough and in neighbouring boroughs. Nationally homelessness acceptances rose by 6% in 2012-13: some of this rise can be attributed to welfare reform</p> <p>The changes will also lead to risks in rent recovery from people on benefits, and increase void costs as people are forced to move to cheaper homes.</p>	<p>Failure of the Council to provide sufficient social housing at an acceptable cost to those in need, and to an appropriate standard.</p> <p>Failure of the council to respond will mean increase in statutory homeless acceptances</p> <p>Leads to housing needs not being met, more people in Temporary accommodation, increased moves and loss of rental income.</p> <p>Results in an adverse impact on outcomes for those in receipt of social housing in the borough, increased homelessness costs and a reduction in rental income.</p>	3	2	6	Corporate Director, Housing & Adult Services	<p>The Council has been vocal in responding to the proposed changes to housing benefit and local housing allowance, and has provided evidence to support its case.</p> <p>Resources from the Prevention of Homelessness Budget have been identified to provide a team of officers to assist and support households to find remain in their property or find alternative affordable housing. Response is being coordinated between housing benefit service and housing.</p> <p>Resources are being committed to advise people affected by the bedroom tax and those able to take up self employment opportunities.</p> <p>Access to permanent and temporary housing in affordable parts of the country is being explored.</p>	4	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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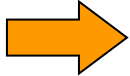
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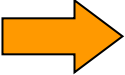
CR-5.	Safeguarding Children	Although the Council is confident about the effectiveness of its safeguarding arrangements, it is not possible to completely remove the risk an incident involving the death or abuse of persons for whom the Authority has responsibility.	Failure to identify, assess or predict that a child is at risk of significant harm or repeated harm	3	1	3	Corporate Director, Children's Services	<p>Stable social work workforce</p> <p>Manageable caseloads</p> <p>Experienced managers</p> <p>Good supervision and training</p> <p>Robust and pro active quality assurance</p> <p>Clear and strong lines of accountability</p> <p>Strong multi-agency working</p> <p>Clear leadership from the Local Safeguarding Children Board/</p>	3	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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CR-6.	Corporate Governance	<p>Corporate Governance is the framework of accountability to users, stakeholders and the wider community, within which the Council take decisions, leads and controls its functions in order to achieve its objectives. Corporate Governance generally is concerned with such issues as:</p> <ul style="list-style-type: none"> ❖ effectiveness and efficiency of operations ❖ reliability of financial reporting ❖ compliance with laws and regulations ❖ safeguarding of assets 	<p>Failure of the Council to ensure strong corporate governance</p> <p>Leads to poor quality decision making, failure to deliver organisational improvements and loss of stakeholder confidence in the organisation</p> <p>Results in serious service and financial failures across the Council</p>	2	1	2	Corporate Director, Finance and Resources	<p>The Annual Audit programme ensures key systems across the Council are in place and are working effectively. Audit recommendations are followed up to ensure implementation.</p> <p>An Annual Governance Statement is produced to confirm that corporate governance arrangements are in place, including appropriate schemes of delegation and arrangements for whistleblowing.</p> <p>A Corporate risk management framework has been established, with risk registers monitored regularly and reported to Members. Risk Champions are in place across the authority to lead on risk matters in their department.</p> <p>Annual Audit letter shows external audit are satisfied with our accounts and our arrangements for delivering value for money.</p>	2	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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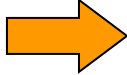
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CR-7.	Safeguarding Adults	Safeguarding adults means helping vulnerable adults live free from abuse and neglect. Adults may be vulnerable because of their mental health, physical disability, age or illness. They may find it difficult to protect themselves from abuse.	Failure to adequately quality assure safeguarding arrangements and systems for adults	3	1	3	Corporate Director, Housing & Adult Services	<p>The Islington Safeguarding Adults Partnership Board has established a Safeguarding Adults in Islington Multi Agency Policy and Procedure.</p> <p>The board hosts an annual community safeguarding conference where we work jointly with service users and carers to raise awareness about abuse.</p> <p>Robust multi-agency working and monitoring of provider services is in place. Leaders in Safeguarding management group take forward good practice.</p> <p>Provision of targeted training courses and publicity materials for staff, partners, providers and the public including service users and their carers.</p> <p>Provision of Keep me Safe pack for service users. Pan London Safeguarding Adults Policy and Procedures have been implemented.</p> <p>An audit framework monitors practice and the implementation of policy and procedures across partners.</p>	3	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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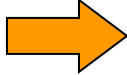
CR-8.	ICT Infrastructure and Systems	<p>The Council is reliant on its ICT infrastructure and systems in order to deliver services to citizens and partners, and delivery of services would be severely constrained, and in some instances impossible, without functioning ICT systems. ICT solutions will play a key part in the Council delivering savings in future and this will require significant capacity to deliver the change.</p>	<p>Failure to manage the Council's ICT infrastructure and systems effectively</p> <p>Leads to interruptions in service availability and inability to support Council change programmes.</p> <p>Results in damage to reputation; loss of frontline services to customers; loss of staff productivity; recovery costs.</p>	2	2	4	Corporate Director, Finance and Resources	<p>Engagement with departments through transformation projects to understand future ICT requirements.</p> <p>ICT unification programme underway to strengthen the overview of ICT application priorities and co ordinate more effectively.</p> <p>Investment identified to improve infrastructure.</p>	3	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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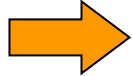
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CR-9.	Information Management	The Council holds data, some of which is sensitive, on citizens and partners and the mismanagement of this information could result in harm to citizens and partners, loss of reputation and financial penalties.	<p>Failure to manage the Council's information effectively</p> <p>Leads to loss of sensitive data and failure to meet legislative requirements</p> <p>Results in potential harm to citizens; damage to reputation; financial penalties</p>	2	2	4	Corporate Director, Finance and Resources	<p>The Council has developed an ICT Security Policy Framework and associated policies to ensure that the data held by the council is secure and in line with the requirements of the Data Protection Act.</p> <p>The Council is compliant with the Code of Connection, an externally accredited government standard on data security.</p> <p>Online training and development programme for all staff to improve awareness of data protection issues.</p>	3	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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CR-10.	Schools Funding Reform	<p>On-going reforms to school funding since 2013-14 has introduced a degree of turbulence and risk against DSG budgets. Whilst these risks are DSG related, if they cannot be contained they may impact on core budgets. The main risks relates to:</p> <ul style="list-style-type: none"> ❖ SEN Post 16 placements in the FE sector following the transfer of budgetary responsibility to local authorities by the DFE from 1 August 2013 ❖ Extension of the statutory early years entitlement for 2-year olds from September 2013 and September 2014 which will be funded on a participation basis from 2015 leading to a potential budget pressure <p>Both of these budget risks are DSG related, however if they cannot be contained they may impact on the Council's school related services as the Council will have a reduced ability to manage the balance between core funding and DSG flexibly and therefore fund statutory and core central functions.</p>	<p>Failure of the DSG budget risks to be managed and contained</p> <p>Leads to a reduced flexibility to manage the balance between core funding and DSG flexibly and therefore fund statutory and core central functions</p> <p>Results in reduced ability to maintain a high level of good or outstanding schools and an adverse impact on the opportunities for children and young people in the borough</p>	2	2	4	Corporate Director, Children's Services	<p>One-off funding has been set-aside to contain the SEN Post 16 FE placements pressure in the short-term. Work is on going with providers to agree placement packages, ensure value for money and minimise cost pressures.</p> <p>Action is being taken to reduce the costs of provision of the new 2-year old offer and minimise the impact of the move to participation funding..</p> <p>The Council has been effective in engaging schools in these issues through the Islington Community of Schools framework.</p>	2	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td>3</td><td>6</td><td>9</td></tr> <tr><td>2</td><td>4</td><td>6</td></tr> <tr><td>1</td><td>2</td><td>3</td></tr> </table>	3	6	9	2	4	6	1	2	3	
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CR-11.	Multi agency Working (Kier)	<p>The current responsive repairs and maintenance contract was let to Kier on 1st November 2010 for an initial period of four years, with the council having the right to extend for up to three years on each of two occasions. The contract replaced the Joint Venture Agreement between Kier Islington Limited and the council which had run from October 2000. The contract is for the delivery of responsive repairs, servicing empty properties ready for letting and installation of adaptations for residents with mobility problems in tenanted and leasehold properties and the communal parts. The council decided on 7th July 2013 not to extend the contract and to bring in-house the service from 1st November 2014. On 1st August 2013 Kier served 12 months notice on this contract and two further contracts covering gas servicing in the north of the borough and Garchey waste disposal systems.</p>	<p>Failure of the council to effectively manage the integration of the repairs, maintenance and gas service into the council</p> <p>Leads to poor service delivery and reputational damage</p> <p>Results in as above</p>	3	2	6	Corporate Director, Housing and Adult Services	<p>Project board in place to manage integration, project management and critical friend resource in place. Nine work streams established and working to an overall project plan. This work is currently on track but there are areas of higher risk e.g. ICT hence medium likelihood. Project to be completed July / August 2014.</p>	6	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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CR-12.	Welfare Reforms	<p>Welfare reform legislation passed by central government presents the council with a significant number of new burdens and pressures, leading to risks from:</p> <ul style="list-style-type: none"> The transfer of cost pressures from central government including a 10% reduction in the overall funding for Council Tax Benefit, and a new burden to administer the discretionary Social Fund Potential financial pressures relating to higher debt write offs if council tax, housing benefit and rent collection becomes more difficult, and if the number of benefit claimants rises Increased demand for advice and support and other council services within Housing and Adults Services, as individuals and families struggle with a reduced income. Indirect consequences, including the potential migration of families to cheaper localities, an increase in demand for temporary accommodation, increased overcrowding and a possible impact on community cohesion Impact on claimants – benefits cap, bedroom tax, housing allowance 	<p>Failure of the council to prepare adequately for the changes relating to welfare reform</p> <p>Leads to systems to cope with the changes not being in place in good time</p> <p>Results in a higher than necessary impact on residents as a result of the welfare reform</p>	2	2	4	Corporate Director, Finance and Resources	<p>The establishment of a working group to consider the design of the new Council Tax Benefit Scheme and consultation with residents on it's implementation</p> <p>Inclusion of known financial pressures within the Medium Term Financial Strategy to ensure a balanced budget can be delivered.</p> <p>Increased monitoring of income collection to identify potential pressures early.</p> <p>Design of an integrated Social Fund to support residents who face hardship</p> <p>A Single Employer Face to secure more local opportunities for residents, borough wide strategy on apprenticeships, council's apprenticeships scheme adapted to focus on young people and vulnerable groups.</p>	4		

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CR-13.	Public Health	<p>Public Health have identified a number of risks, either specific to public health or in common with other council services. Contracts and finance are highest risks, along with specific health / wellbeing / clinical risks, HR and data risks lower :</p> <ul style="list-style-type: none"> • Human resources – dependency, capacity, recruitment and retention • Contracts and procurement • Finance and budgets • Data protection, compliance and information governance • Data access and sharing • Development of health and wellbeing initiatives, service integration and synergies • Clinical governance and assurance 	2	2	4	Director of Public Health	Public Health have identified detailed existing and planned controls to mitigate initial risk and move towards target risk score	2	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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CR-14. Moving Forward Programme	<p>The Moving Forward Program has been set up to continue the transformation of adult social care services. Much progress has been made in recent years in personalizing services, but there is still work to be done. In addition, with adult social care representing approximately one third of council spend, this program will support the delivery of efficiencies, part of the Big Savings Challenge. Short term savings are not enough – significant demographic pressures over coming years will result in increased demand on services. The Moving Forward program considers this longer term challenge, seeking ways to support an increasing number of people with the same or less resource</p>	<p>Failure of the council to achieve this by transforming the way we currently deliver services</p> <p>Leads to possible need to cut services</p> <p>Results in longer term pressures and sensitive decisions and high impact</p>	3	1	3	Corporate Director, Housing and Adult Services	<p>The department is taking a programme approach through the Moving Forward programme, to oversee progress, identify risks and mitigate against them. The Housing and Adult Social Care Senior Management Team act as the programme board with regular reports received from the four work streams. A Programme Manager and programme Support Team have been appointed. The programme is also actively seeking to involve and engage both staff and service users, giving everyone the opportunity to propose how services can be transformed. The work is currently on track so risk likelihood is low.</p>	3	<table border="1"> <tr> <td>3</td> <td>6</td> <td>9</td> </tr> <tr> <td>2</td> <td>4</td> <td>6</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> </table>	3	6	9	2	4	6	1	2	3	
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