

Appendix H: Budget 2020-23 Resident Impact Assessment

Title of plan, policy and/or procedure being assessed	Budget Proposals 2020-23
Name of Service Area Assessed	Council-wide
Staff conducting assessment including contact details	Stephen Biggs stephen.biggs@islington.gov.uk
Date of assessment	29 November 2019

1. Introduction

This report provides an assessment of the likely impact of the Council's budget savings and growth proposals for 2020-23 on residents and employees with 'protected characteristics' as defined by the Equality Act 2010.

Under Section 149 of the Act, the Council has a legal duty to have 'due regard' to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity and
- foster good relations between different groups.

The precise wording of the Public Sector Equality Duty (PSED) is set out at the end of this document, in Annex A.

In addition to our statutory duty, it is also our policy to assess the socio-economic, human rights, and safeguarding impact of proposals.

The Council is committed to delivering a fairer Islington and seeks to protect the borough's most vulnerable residents. We are required to demonstrate fulfilment of our duty to pay 'due regard' in the decision-making process and, as such, we need to understand the effect our policies and practices have on equality. Although the Council is not legally obligated to reject savings or growth proposals that could have negative impacts on any particular groups, it must consider carefully and with rigour the impact of its proposals on the PSED, take a reasonable and proportionate view about the overall impact on particular groups, and seek to mitigate negative impacts where possible.

The overall assessment is that there is no direct discrimination in the budget proposals outlined below. However, some of the savings could possibly result in indirect consequences for people with protected characteristics. In these cases, mitigations are in place to minimise these possibilities. The Council's proposals for achieving savings are therefore considered reasonable and have shown due regard to the PSED.

Moreover, the growth proposals that are also being progressed as part of the 2020-23 budget will positively impact on a number of the borough's most vulnerable groups and/or all residents including those with protected characteristics.

There are a number of savings measures that are being implemented in 2020/21 where the decisions to make the savings were made in previous years, and the impact on residents of those decisions were considered previously

2. Context

As set out in our Corporate Plan 2018-22, the Council's vision is to make Islington a fairer place – to create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

Our priorities

In order to move us closer to this vision, we have the following priorities:

- Delivering decent and genuinely affordable homes for all
- Delivering an inclusive economy, supporting people into work and helping them with the cost of living
- Creating a safe and cohesive borough for all
- Making Islington the best place for all young people to grow up
- Making Islington a welcoming and attractive borough and creating a healthier environment for all
- Ensuring our residents can lead healthy and independent lives
- Continuing to be a well-run council and making a difference despite reduced resources

The Council has also developed a number of equalities objectives:

- Supporting more residents with disabilities or long-term health conditions into work
- Tackling hate crime – faith, race, disability, homophobic and transgender
- Narrowing the attainment gap for underperforming pupils - at early years foundation stage, key stage 2 and key stage 4
- Tackling social isolation for vulnerable adults
- Ensuring BME and disabled staff are fairly represented at all levels within the organisation

We are currently expecting to have to close a budget gap of around £39m over the medium-term planning period 2020/21 to 2022/23. This is in addition to the £239m savings we have already had to make over the past nine years. Whilst every endeavour is made to protect those in greatest need and at most risk, the Council is faced with some extremely difficult choices. It is inevitable that with significant reductions in funding levels there will be an impact on the services we deliver, including those services provided to residents with protected characteristics.

3. Evidence and Demographics

Monitoring information, from sources such as the 2011 Census, the Joint Strategic Needs Assessment and The Islington Evidence Hub, show the borough's key characteristics and features. They help the Council identify possible impacts and ensure that local decisions are made based upon the needs of the local population. An overview is set out below.

- **Population:** Islington has seen growth in its population from 211,000 in 2011 to nearly 241,600 in 2019, and it is predicted to increase to around 248,600 by 2029, a further increase of 3%. It is the most densely populated local authority area in England and Wales, with 15,818 people per square km. This is more than double the London average and more than 30 times the national average.
- **Age:** Islington has a relatively young population. The 2019 population includes just over 177,000 residents aged 18 to 64, around 43,000 children and an estimated 21,700 (9% of the total population) over 65. The highest rate of growth over the next ten years will be among the older population (an increase from 21,700 to 27,800 or 28%), although in absolute numbers the older population will remain the smallest age group.
- **Diversity:** Islington is a diverse borough, with Black or Minority Ethnic (BME) groups accounting for 32% of the whole population. The younger population, those aged 10-17, are more diverse than the overall population (53% of residents aged 10-17 are from a BME group). 32% of residents are estimated to be born outside of the UK; this compares with a national average of 14%. From national figures, it is known that children growing up in BME households are more likely than white children to be living in poverty.
- **Gender:** the proportions of men and women in the borough are evenly split. Life expectancy at birth for men in Islington is now 79.4 years, an increase of 6 years since 2000. However, life expectancy for men in Islington remains lower than London (80.5) and is the 8th lowest among all London boroughs. For women in Islington, life expectancy is 83.2 years, similar to the average across England (83.1).
 - Variations in life expectancy for men and women can be observed across Islington. There is a difference of 6 years in life expectancy between men living in Highbury East ward and men living in Junction. For women the difference is 10 years, with women living in St Georges ward living longer than women in St Peters ward.
 - 93% of lone parents with dependent children are female. Unemployment rates among lone parents are far higher than the wider population – this is likely to affect household income and therefore deprivation levels. As of 2015, instances of domestic violence are increasing, with 73% of female victims between the ages of 18 and 44 years.

- **Disability:** In February 2018, there were 7,580 people on Disability Living Allowance in Islington. 26% of the working age population who identified themselves as disabled or having a long-term health problem in Islington are economically active. National figures show that 28% of people in a family with at least one disabled person live in poverty, compared to 18% of people in families with no disabled people.
- **Socio-economic:** Overall, Islington is the 53rd most deprived authority in England and the 6th most deprived in London. It ranks the highest for child poverty in London and 10th highest in England. Every ward in Islington has at least one area that is among the 20% most deprived areas of England. Finsbury Park is the most deprived ward.
- **Housing:** An estimated 11,300 in Islington are overcrowded, as the average-sized household in 2011 was 2.06 people. Only 28% of all householders own their own home, less than half the national average. 9% of households are lone parents. Around 28% of households receive council tax support.

4. Cumulative impact of budget proposals for 2020-23

The Council continues to seek to curb any negative impact on those with the greatest need when considering its budget savings. Where possible, savings focus on optimising efficiencies in service delivery, whilst growth proposals seek to extend service delivery, and in many cases focus on vulnerable groups. However, some reductions in services have been unavoidable. Where this is the case, we have assessed the potential impact on groups with protected characteristics.

In addition to the impact of individual proposals, we recognise the potential for cumulative impact on groups with protected characteristics. This can happen when a series of proposals make the overall effect on a particular group more pronounced than when a single change is made in isolation.

The values shown against each savings proposal represent the total target for each saving, but the related proposals may be delivered over more than one year. Similarly, the values for each growth proposal represent the annual investment in each of these proposals.

Overview of cumulative impacts by protected characteristic

The following table lists the proposals that could potentially impact each protected characteristic. In the sections following the table, the impacts, both positive and negative, are described for each of the Council's key outcomes. Any potential cumulative impacts resulting from a series of proposals are highlighted and mitigations are proposed for any negative impacts identified.

Characteristic	Proposal	Related Outcome
Age (older people)	Library space Public protection Public realm	Jobs and money Safety Place and environment

	School streets ASC Case Reviews Adults Localities ASC transformation programme Telecare	Place and environment Health and Independence Health and Independence Health and Independence Health and Independence
Disability	Housing Offers Temporary Accommodation Library space Public protection School streets Waste Collection Public Realm Transformation Children's Early Help ASC Case Reviews Adults Localities ASC transformation programme Telecare Learning Disability services	Homes Homes Jobs and money Safety Place and environment Place and environment Place and environment Children and Young People Health and Independence Health and Independence Health and Independence Health and Independence Health and Independence
Age (younger people)	Library space Youth Offending Service Children's Early Help Children's services continuous improvement Play & youth services	Jobs and money Safety Children and Young People Children and Young People Children and Young People
Gender	Public Health Lifestyle Environment & Regeneration investment	Health and Independence Place and Environment
Race	Housing Offers Temporary Accommodation Youth Offending Service Public Health Lifestyle	Homes Homes Safety Health and Independence
Pregnancy and maternity	Children's Early Help	Children and Young People

Characteristic	Proposals
Sexual orientation	No specific impacts identified
Religion and belief	Not universally monitored
Marriage and civil partnerships	No specific impacts identified
Gender reassignment	No specific impacts identified

Homes - Delivering decent and genuinely affordable homes for all

This outcome covers two areas, temporary accommodation funded from the Council's general fund and the housing revenue account, a ring-fenced account specifically held to deliver housing landlord services to council tenants and leaseholders.

Savings proposals over the next three years that could potentially impact on protected characteristics comprise:

- Increase in permanent offers to homeless families (£375k)
- Improving the quality and reducing the cost of temporary accommodation (£200k)

Growth proposals that aim to have a positive impact on specific groups of residents including those with protected characteristics over the next three years comprise:

- Housing Needs – Specialist Support (£324k)

The impact of each of these proposals is set out below.

Increase in permanent offers to homeless families

The proposal will increase permanent housing allocations to homeless families by 70 households over the next 2 years, helping to reduce the number of residents in temporary accommodation. Every household move from temporary to permanent accommodation will generate a saving.

The proposed approach is lawful, but the Council needs to ensure:

- it meets its legal obligation to give reasonable preference to groups that it is required to consider for rehousing; and,
- reviews its allocations on an annual basis to ensure that no such issues emerge.

Reducing usage of private sector provision within temporary accommodation

The Council is committed to reducing the number of households in temporary accommodation and has a relatively low number in comparison with other councils. However, an average a unit of temporary accommodation has a net cost to the council of £2,800 per annum. The saving proposal aims to increase the number of units of temporary accommodation that are cost-neutral through reducing the Council's dependence on private sector housing provision. The Council will do this by increasing the use of 1-bed flats from its own housing stock for 150 small families and through the acquisition of 20 family-sized properties for use as temporary accommodation.

Households in temporary accommodation are more likely to be those with protected characteristics, such as women, those with a disability and BAME. Reducing the Council's dependence on private sector housing provision will mean more households will be housed in the borough, resulting in more settled accommodation for families, closer to the schools and other services they use in Islington. This service change would have a positive impact on residents overall.

Housing Needs – Specialist Support

This growth proposal focuses on the recruitment of four new coordinator posts and a manager in Housing Needs to provide specialist support to those with the most complex housing need who need to move or who are at risk of losing their home due to complex potential homelessness situations. The four specialist roles proposed are domestic violence and abuse, complex households at risk of homelessness, people who need to move due to health issues and antisocial behaviour and crime. The team will work with all residents regardless of tenure, supporting the corporate vision of fairness.

This growth proposal will have a positive impact on some of the borough's most vulnerable residents.

Overall RIA

All applicants for social housing in Islington are placed on the Housing Register. Choice Based Lettings is the most common way that people on the Housing Register are allocated housing in Islington. Under this system, applicants are allocated points, which they can then use to bid for properties as they become available. Priority groups are given preference under the system by being awarded additional points. Properties are awarded to the application with the most points. The system is designed to recognise people's level of need and should not be affected by their possession of a protected characteristic, unless that characteristic determines need as in the case of disability.

There are no major equalities concerns about current housing allocations in Islington. Detailed analysis shows that women, BAME groups, disabled people and the elderly are disproportionately represented in social housing in Islington, compared to the population as a whole. Because equalities groups experience a disproportionately high level of need (e.g. BAME people are more likely to experience deprivation, women are more likely to be lone parents etc.) and the housing allocation system awards points on the basis of need, the fact that they are more likely to get housing is to be expected.

There is recognition that the proposal to increase allocations to homeless households in temporary accommodation may lead to increased competition for properties and may make it harder for disabled applicants to secure housing. To mitigate this, the council will identify older applicants who may need additional help to bid for housing.

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

Savings proposals over the next three years that could potentially impact on protected characteristics comprise:

- Libraries and Heritage Services (£36k)

Growth proposals that aim to have a positive impact on specific groups of residents including those with protected characteristics over the next three years comprise:

- Improving employment and life skills for vulnerable young adults (£323k).

The impact of each of these proposals is set out below.

Libraries and Heritage Services

The Council continues to commit to maintaining its 11 libraries and to fund resources through Adult Community Learning to build skills for life including digital learning opportunities. The proposal to generate more income through letting vacant space will not affect front line delivery. In fact, the organisation that will occupy vacant space, will be directly contributing free activity in support of Library Service priorities.

The focus of all our services in this area is to reduce the impact of inequality on our most vulnerable residents, especially those experiencing socio-economic deprivation and those with disabilities, and aim to address the rising cost of living, the impact of benefit changes and entrenched unemployment.

Improving employment and life skills for vulnerable young adults

This growth proposal will invest in a new in-house team of peripatetic youth employment and skills workers who would work with cohorts of vulnerable young people to provide a bespoke blend of functional, vocational and employability skills in the context of planned experiences of the world of work.

Delivering an inclusive economy, supporting people into work and helping them with the cost of living is at the heart of Islington Council's Corporate Plan (2018-2022). Over the last four years we have supported 1,200 young adults into employment, but youth unemployment is a growing challenge in Islington. We now have the highest level of child poverty in London, standing at 47.5%. While DWP statistics report 750 people aged 16-24 are claiming out of work benefits, our research suggests the true figure of unemployed young adults in Islington could be as many as 2,200. Unemployment amongst our priority groups, including care leavers and those involved with the justice system, is a serious concern and current resource is insufficient to make a real impact. An employment and skills targeted prevention and intervention initiative, to support a successful transition into adulthood for young people that need our help the most, is now vital. The priority groups targeted by the

proposal will benefit from the intervention and wider community benefits as a result of a reduction in young adults who are NEET.

Safety - Creating a safe and cohesive borough for all

Savings proposals over the next three years that could potentially impact on protected characteristics comprise:

- Efficiencies within Public Protection (£150k)
- Efficiencies within the Youth Offending Service (£90k)

Growth proposals that aim to have a positive impact on specific groups of residents including those with protected characteristics over the next three years comprise:

- Enhancing the anti-social behaviour service (£275k).

The impact of each of these proposals is set out below.

Public Protection

The Council has committed to use our licensing powers to take action against businesses who are not complying with the rules. Tackling health inequalities and protecting legitimate businesses from unfair competition, including tackling counterfeit goods such as alcohol, tobacco and beauty products are areas of focused work, which will continue following savings. Islington has also led the way in London in developing programmes around protecting tenants' rights when renting a property and will be expanding this work further using new licensing powers concerning Homes of Multiple Occupancy. Statutory obligations drive much of the expenditure within this area, with expenditure focused to protect all residents, visitors and businesses. The proposals may reduce the ability to enforce low level environmental crime, such as littering and domestic fly tipping, and higher priority activity will be prioritised.

Youth Offending Service

The likelihood of being a victim of crime varies greatly depending on the crime type and the sociodemographic profile. Young people and young adults are often overrepresented as both victims and perpetrators of crime. The borough has committed to focus on work to ensure that fewer young people are involved in crime, building on the work already done by the Integrated Gangs Team, helping more young people at risk of gang involvement and criminality. The borough has also invested in targeted support for young people, providing mentors and independent caseworkers. This work aims not only to reduce youth crime but also anti-social behaviour and inequalities among young people. Positive outcomes as a result of this work has resulted in reductions in first time entrants and reduced caseloads in the Youth Offending Service.

Positive results have presented the opportunity to review the YOS and restructure the workforce, taking into consideration the reduced caseloads. Due to

disproportionately high numbers of BAME individuals within the Criminal Justice system nationally and locally, proposals for changes in services will consider how to make a positive impact on these groups. This will be done through ensuring diversity within the workforce, commissioning specialist mentoring services and addressing broader correlates of disproportionality, such as school exclusions. Any proposal for change of service will consider these factors.

Anti-social behaviour

This growth proposal will invest in a new ASB team offering a rapid response service. The service will operate seven days per week during the periods of highest demand in response to resident reports and complaints and tackle persistent problems and provide intelligence-led case management drawing on other council services, the police and other partners with the aim of resolving the problem. In addition, improvements will be made to resident customer experience by providing additional capacity to provide better first response and triage enquiries via on-line reporting and the ASB phone-line.

ASB can potentially impact of all residents at some point. It is particularly prevalent for those residents living or working near hotspots. Equally, vulnerable residents can become involved in ASB. This proposal would provide additional resources to tackle ASB and focus on sustainable solutions.

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

Savings proposals over the next three years that could potentially impact on protected characteristics comprise:

- Children, Employment and Skills efficiencies and continuous improvement (£88k)
- Early Help (£428k)
- Play and Youth (£125k).

Growth proposals that aim to have a positive impact on specific groups of residents including those with protected characteristics over the next three years comprise:

- Violence Against Women and Girls (£650k)
- Mother Tongue Supplementary School Provision (£110k).

The impact of each of these proposals is set out below.

Existing savings proposals

The Council, even after the savings identified, is committing to spending more than £75m each year over the coming 3 years on services for children, young people and families, in addition to funding for schools. This is one of the largest areas of expenditure for the council, reflecting the critical importance of giving all children and

young people the best start in life. This is at the heart of making the borough a fairer place for all. We want Islington to be a place where children and young people can achieve their potential, regardless of their background.

The Council will retain a strong focus on universal support, preventative work and targeted early intervention, building up the resilience of our families, enabling more children to thrive. Despite pressure on budgets, the council will continue to invest over £2.5m per year in open access adventure play and youth provision, including preserving the 12 adventure playgrounds and the youth hubs. The council will also continue to invest over £3.5m in targeted early help for families who need additional support.

Much of our effort, focus and expenditure is on a very small cohort of children and young people who are especially vulnerable and whose lives involve a high level of complexity and risk. Our work with these children, young people and their families is fundamentally geared to reducing inequality by working intensively with them to improve their outcomes including enabling more families to stay together and fewer children needing to come into the council's care. We are seeing more complexity of needs among the families we support, and this is putting our services under pressure (of which financial pressure is only one component).

The savings proposed in the next 3-year budget are a mixture of:

- efficiency and continuous improvement savings (£88k);
- a review of the council's early help service that will ensure continued high quality and joined-up provision at a reduced budget that delivers against government expectations, is consistent with research and evidence on best practice, and supports children and families early and in ways that best meet their needs, supporting positive and sustained outcomes, preventing escalation of need (£428k);
- changes to commissioning and contracts in ways that preserve the availability or scope of play and youth services (£125k);

The proposed savings have been designed to protect the quality and range of our front-line services and it is not anticipated that the majority of savings will have any adverse impact on children and young people.

Some of the proposals, including some of the continuous improvement savings, are in the service design stage and Resident Impact Assessments will be carried out as appropriate to ensure there is a continual focus on achieving positive equalities outcomes and careful consideration is given to how any potential negative impacts can be reduced or avoided.

There will be a continued focus and effort on reducing inequality for children in Islington. Within that context, these savings are relatively small. Effective services and improved outcomes for children, young people and their families will remain our priority. We can only do this in dialogue with partners and crucially with children and their families and carers. We are working hard to develop our services in ways that improve outcomes and reduce the impact of inequality, enabling children and young people, including those with disabilities, to thrive and reach their potential. The

creation of a People directorate, joining together services for children and adults, will ensure an all-age approach to disability and enable more effective and joined up services to benefit residents.

Violence Against Women & Girls

This growth proposal will invest in transforming the local partnership's approach to VAWG, sustaining good practice and learning from the Keel project, enhancing work with perpetrators, increasing IDVA provision, and upskilling the wider workforce. It will also support the appointment of an additional complex needs outreach role, provide funding for a phone replacement scheme, and provide an additional resource to enhance daily MASH/MARAC case review activity.

Violence Against Women and Girls (VAWG) blights the lives of thousands of residents and is a significant driver of many of the borough's social ills. It is a factor in 80% of our children's social care cases and present in the histories of almost all of our most serious young offenders. This proposal sets out the case for Council growth funding to transform the partnership's approach to VAWG in Islington, building on and sustaining existing good practice and addressing identified gaps.

This proposal seeks to address gaps in current service delivery, including the under representation of young people, LGBT people and those with disabilities, victims without children and those with complex health needs including mental health. A particular focus is working with victims/survivors experiencing multiple disadvantage as these are often amongst our highest risk group for serious harm and DVA homicide.

Mother Tongue Supplementary Provision

This growth proposal invests to support the enhanced achievement of black and minority ethnic young people, by providing additional support in English, maths and other subjects; by raising self-esteem, confidence and promoting a sense of identity in young people through classes in mother tongue and culture; and by providing role models from students' own communities in the form of the teaching staff.

The proposal would ensure continuing support for key groups within the Council's local population.

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

Savings proposals over the next three years that could potentially impact on protected characteristics comprise:

- Increased income generation (£331k)
- Service Integration (£340k)
- Public Realm Transformation (£617k)
- Waste & Recycling centre re-organisation (£200k)
- Infrastructure (£260k)
- School Streets Roll out: Phase 2 (£1,000k).

The impact of each of these proposals is set out below.

Income generation

With the introduction of waste container charges to private landlords, although there is a risk that the cost will be transferred to residents, this will be minimal (unlikely to be more than 10p p/a) and a full Resident Impact Assessment is being prepared.

Service integration

There are several teams providing similar services across Parks, Street Environmental Services and Housing Caretaking services. Integrating these wherever possible will maintain a high quality service but at a reduced cost. This will reduce duplication and provide economy of scale. There is unlikely to be any resident impact as service specifications will not change. The savings will be identified through efficiencies in the service as opposed to service reductions or restructuring, ensuring services are protected and residents are not impacted. There may be a change in the way staff work, but no reduction in staff is proposed (unless currently engaged on an agency basis).

Public realm transformation

A complete redesign of the way Public Realm services are managed will ensure maximum efficiency for both staff and residents. There may be an impact on the elderly or other residents that do not have access to technology. However, traditional reporting methods will remain to prevent this.

Waste & Recycling Centre

A restructure at the Waste and Recycling Centre (WRC) will enable modernisation of the service and significant efficiencies to deliver savings. The proposal will lead to an automation of the access/egress arrangements at the Centre which is operated 24 hours per day. The proposal will not impact on frontline service delivery.

Infrastructure

The Council is looking for opportunities to reduce long-term costs by investing in a more efficient infrastructure. The variation of highway lighting as well as the de-illumination of traffic signage may result in concerns from residents. However, all lighting levels will be controlled by a Central Management System (CMS) and this enables the ability to increase lighting in some vulnerable areas if required. As LED lights are brighter by default, there is unlikely to be any noticeable change to lighting levels by residents.

The Highbury Fields sports pitch improvement will increase football provision. However, there will be a loss of one netball court. To mitigate this impact, we will aim to make the sports pitch multi-use, and the service will look to replace this court elsewhere in the borough. This proposal will give all residents the opportunity to engage in sporting activities in improved, refurbished facilities.

School Streets Roll out: Phase 2

The school street programme has already been rolled out across a number of locations in the borough. The proposal relates to an additional batch of cameras planning to be installed to introduce the scheme to more schools across the borough. The scheme will be enforced through cameras with fines issued where a vehicle has contravened the traffic order. Residents, local businesses or disabled residents will be able to apply for exemptions if they will be affected by the location of one of the sites thereby reducing the negative impact on residents who will be affected as an unintended consequence.

The scheme will affect residents who drive through any of the closed locations at the designated times however, it is only being introduced on non-main roads so should not substantially affect traffic. By closing roads and encouraging residents to find alternative means of transport for the school drop-off and pick-up the programme should reduce the overall traffic congestion at the sites. Resident who contravene the traffic order will be fined however, all sites will be signed to be clear where and when restriction apply.

Before each new site is introduced there is a thorough consultation of the local area, including residents affected, parents at the schools and local businesses. Where there has been substantial dissatisfaction with the scheme in an area it has not been introduced. This will again reduce the impact on resident if the scheme is deemed to have an overly negative impact on the local area.

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

Savings proposals over the next three years that could potentially impact on protected characteristics comprise:

- Annual reviews of adult social care packages in line with relevant legislation (£1,340k)
- “Localities” programme (£3,500k)
- Adult Social Care Transformation (£1,500k)
- Telecare (£280k)
- Efficiencies in Public Health lifestyle services (£388k)
- Improving the strength-based offer in Learning Disability Services (£750k).

The impact of each of these proposals is set out below.

Reviews, localities, transformation & telecare

This outcome area is one of the largest areas of expenditure for the council and includes key areas of work for adults in the borough, including health and social care interventions as well as our adult prevention and healthy living work funded through the Public Health grant. All of that is fundamentally geared towards reducing inequality and over the 3 year budget planning period we are committing to spend

nearly £400m on supporting adults to live healthy, independent lives and to doing so in a way that reduces inequality – for example, strengthening our social care offer in HMP Pentonville so that we give the same quality of support to prisoners (when we know young black men are disproportionately likely to be incarcerated) or delivering our new drugs and alcohol service and ensuring we provide holistic support to adults with mental health issues who also have substance misuse issues.

The council is committed to delivering services in a way that draws on individual, family and community strengths and assets, building resilience and nipping issues in the bud, in line with the Care Act 2014. This asset-based approach will support us to reduce inequality by improving outcomes for people with protected characteristics, especially for disabled and older adults.

The savings proposed in the next 3-year budget will:

- Embed strength-based practice into adult social care ways of working through an intensive programme of reviews ensuring that there is recognition of residents' choices and goals, residents' strengths are the focal point of provision and recognising that people are experts on their own lives. We will also ensure that residents are at the centre of any safeguarding activities as we embed the Making Safeguarding Personal Approach (MSP). MSP will empower residents and ensure that any safeguarding protection plans are realistic and reflect the wishes, strengths and desired outcomes of residents. MSP at its core will ensure a stronger offer on prevention of abuse and neglect as the input from residents into their own safeguarding arrangements is more likely to lead to a reduction in the likelihood of poor/non-compliance with plans to prevent harm in future.
- Further integrate services, enabling joint-working and partnerships within the council, with the NHS and with the voluntary sector, with these things contributing to better outcomes and experiences for residents. This includes increasing partners' awareness of their statutory responsibilities to prevent harm and abuse and safeguard adults at risk;
- Ensure our behaviour change interventions and programmes are effectively targeted to those residents and population groups where lifestyle-related inequalities are greatest;
- Move towards innovative use of technology to meet people's needs; while promoting safety and prevention of harm;
- De-commission certain services and re-invest where there are gaps in provision to ensure early intervention and prevention provision is evidence based.

Most of these changes seek to re-provide services in a different, more cost-effective way, with minimal impact on residents/service users.

Public Health

Changes to NHS Health Checks and weight management services could potentially reduce access for certain high-risk groups, such as people living in areas of high deprivation, people from BME groups and men, who might be less likely to access/use the new offer. To mitigate this risk, we will take the following actions:

- In terms of NHS Health Checks, we will continue to incentivise GPs to proactively target Islington's residents at greatest risk of heart disease.
- We will continue to collect and monitor data on those accessing and using services including people who have experienced harm or neglect, to identify and understand any inequalities in access and outcomes, and adapt the marketing and delivery of services rapidly to address unmet need or areas of risk.
- We will review the local physical activity offer to ensure it has a core focus on reaching and engaging those who are less likely to access wider leisure services.

Learning disability services

The Council is committed to delivering services in a way that draws on individual, family and community strengths and assets, building resilience and nipping issues in the bud, in line with the Care Act 2014. This asset/strengths-based approach will support us to reduce inequality by improving outcomes for people with protected characteristics, especially for disabled and older adults.

The savings proposed will embed strength-based practice into adult social care ways of working, ensuring that there is recognition of residents' choices and goals and that residents' strengths are the focal point of provision and recognising that people are experts on their own lives.

Well run council - Continuing to be a well-run council and making a difference despite reduced resources

Savings proposals over the next three years that could potentially impact on protected characteristics comprise:

- An increase in Council Tax each year to secure additional income to continue to deliver key services for residents

Growth proposals that aim to have a positive impact on specific groups of residents including those with protected characteristics over the next three years comprise:

- Capital Borrowing (£694k)
- Strengthening the equalities and policy function (£100k)

The impact of each of these proposals is set out below.

The majority of the savings against this outcome do not affect frontline services and will not have an impact on residents.

Council tax increase

The increase in Council Tax will enable us to continue to deliver good quality basic services – such as cleaning the streets and emptying the bins – together with vital support for the most vulnerable, including older people, children and families in

need, and disabled people. The financial impact of the increase will be minimal – the proposed 1.99% increase in basic Islington council tax and the 2.00% adult social care precept in 2020/21 equates to an additional 90p per week for a Band D property, and a further increase of 1.99% in 2021/22 and in 2022/23 would equate to an additional 47p per week in each year. The increase will have a socio-economic impact and will affect elderly residents. However, we will continue to support and protect the most vulnerable groups: foster carers are exempt from paying Council Tax, older people will continue to receive £100 discount, and families struggling on low incomes (including single parents, disabled people, and BME families) can apply for a significantly reduced rate through our Council Tax Support Scheme. The average increase for working age council tax support clients will be 8p per week in 2020/21 and 4p per week in 2021/22 and 2022/23.

Increased capital borrowing

The Capital borrowing growth proposal is to generate an additional £10m of capital, funded by external borrowing. The estimated revenue contribution to support this borrowing is £694k. If the proposal is supported, further work would be required to finalise the additional capital programme and plan delivery timescales. It is unlikely that all schemes would be live during 2020/21, so in practice the cumulative total is likely to be incurred across two financial years. The work funded by this proposal should have a positive impact on residents across Islington. In particular, it will aim to tackle and resolve a number of known backlog and delivery delay issues which have in some cases negatively impacted on residents.

Policy and equalities

The Equalities and Policy growth proposal would support the development of a new function to lead the Council's work on policy and equalities as part of the new Chief Executive's Delivery Unit. The initial funding proposal would enable a key first step towards establishing this function. It would support the recruitment of a new leadership role – Head of Policy and Equality – as well as providing a £20k fund to support the shaping of a second Fairness Commission in 2020/21.

The establishment of a policy and equalities function will have a positive impact on staff and residents, particularly those in under-represented groups, enabling the Council to strengthen its equalities strategy, undertake a second Fairness Commission and progress its work to make Islington a fairer place.

5. Child poverty and socio-economic disadvantage

The latest data indicates that Islington has the fourth highest proportion of children living in income-deprived households in the country. Although we are making progress in this area, households with certain characteristics remain over-represented in local child poverty figures.

The table below shows those proposals where there is a potential impact, both positive and negative, in relation to those that are less well-off.

Characteristic	Savings Proposals
Lower socio-economic groups	Council Tax Children’s Early Help Adults Learning Disabilities Public Health Lifestyle Temporary Accommodation Environment & Regeneration income Library space Telecare

Characteristic	Growth Proposals
Lower socio-economic groups	Housing Needs Specialist support Antisocial Behaviour Capital Borrowing Establishment of Policy and Equalities Function Employment and Skills for Young Adults

Poorer residents tend to be heavier users of council services and so may experience disruption with the introduction of new delivery models, although our council tax support scheme and resident support scheme will protect the most financially vulnerable. Though proposals have been prepared with an emphasis on prevention and efficient use of resources, careful planning and monitoring is in hand to manage changes.

6. Human Rights and Safeguarding

Human Rights

It is unlawful for the council to act in a way that is incompatible with a European Convention right (unless the council could not have acted differently as a result of a statutory provision).

An interference with a qualified right (e.g. the right to respect for private and family life) is not unlawful if the council acts in accordance with the law and the interference is necessary in a democratic society.

In deciding whether the interference is necessary, the law applies a proportionality test, including whether a fair balance has been struck between the rights of the individual and the interests of the community.

Implications for safeguarding in Adult Social Care

Proposals outlined in this document build on the Council's work on Making Safeguarding Personal (MSP). MSP is enshrined in the Care Act 2014 and the Pan London Safeguarding Adults Policies and Procedures. MSP puts the person at risk of harm or abuse at the centre of decisions and actions about them. Just like the Strengths Based Practice approach for general social work activities, MSP respects that adults often bring ideas and solutions which will work best for them and the outcomes they need support in achieving. This means that safeguarding adults continues to be integral in the work we are undertaking to really embed strengths-based practice. Ensuring vulnerable adults are safe and focusing on wellbeing is a core element of strengths-based practice and ensures there is consistency in approach whether we are working with a vulnerable person on a support plan or a safeguarding plan.

The Council is preparing for the proposed changes to the Mental Capacity Act (MCA). Currently, it undertakes a large number of statutory assessments under the MCA, called Deprivation of Liberty Safeguards assessments. The process for these assessments is tightly overseen by the Council and we will continue to work with our partners in hospitals, care homes and other settings to ensure that we continue to provide an excellent service in authorising lawful deprivations of liberty of people who lack mental capacity where it is in their best interests to reside in a place for care or to keep them safe from harm.

Implications for safeguarding in Children's Services

Safeguarding children is about protecting them from maltreatment, preventing their health and development being impaired, ensuring that they grow up in environments which provide safe and effective care and taking action to enable all children to have the best outcomes. The mitigation identified for each proposal reduces very significantly the risk of poor safeguarding practice. The council's mitigation should include not adopting any policy where safeguarding practice is adversely affected. The proposals put forward have been tested against effective safeguarding practice. The proposal to employ additional social workers in the Child in Need service will provide an even stronger safeguarding focus, building on a model of effective independently audited practice. A broad range of quality assurance measures are already in place and will continue to be monitored and responded to robustly.

7. Staffing Impacts

Many of the proposals will have staffing implications which cannot yet be fully determined but may include changes to current roles or potential risk of redundancy. Our established organisational change process ensures we support all of our staff through this change. Where restructures are proposed we carry out a comprehensive Staffing Impact Assessment that identifies the implications for those with protected characteristics and finds ways to mitigate accordingly.

Where a redundancy situation is possible, we will take a number of steps including: -

- not filling vacancies in advance of a restructure so as many opportunities as possible are available to our existing staff
- using our redeployment process to help staff at risk find suitable alternative employment within the council
- considering alternative options to redundancy such as early retirement, flexible working or other 'working differently' options.
- Stress management support and counselling services will be offered to staff through the Employee Assist Programme to help them cope with the additional pressures that structural change may bring.

We have an ongoing commitment to making Islington an employer of choice and are Timewise accredited, supporting flexible working opportunities available where possible, including condensed hours, flexible start and end times and part time working.

A number of the proposals outlined in this document involve the deletion of management roles. As well as reviewing the individual impact of each of these proposals, the Council has also reviewed the cumulative impact. The majority of the posts proposed for deletion are vacant and have been for some time. Following reallocation of leadership responsibilities these posts are no longer required. There is no identifiable impact on residents.

The Council is committed to a workforce that is representative of the borough at all levels and will continue to look for new ways to improve progression routes for staff and equip them to be senior managers of the future. We also encourage BME staff and women to take up the coaching, mentoring and career development opportunities already available in the council. We will continue to promote our staff equality forums as a way of engaging with staff and working together to continually improve their experience of working in Islington.

Annex A: Public Sector Equality Duty

Section 149 of the Equality Act 2010 provides that:

(1) A public authority must, in the exercise of its functions, have due regard to the need to —

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) A person who is not a public authority but who exercises public functions must, in the exercise of those functions, have due regard to the matters mentioned in subsection (1).

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to —

(a) tackle prejudice, and

(b) promote understanding.

(6) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

(7) The relevant protected characteristics are —

- age
- disability
- gender reassignment
- marriage and civil partnership

- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

(8) A reference to conduct that is prohibited by or under this Act includes a reference to —

(a) a breach of an equality clause or rule;

(b) a breach of a non-discrimination rule.

(9) Schedule 18 (exceptions) has effect.
