

Environment and Climate Change  
Town Hall, Upper Street, N1

Joint Report of: Executive Member for Environment, Air Quality and Transport,  
Corporate Director of Community Wealth Building and Corporate Director of  
Homes and Neighbourhoods.

Meeting of: Environment and Regeneration Scrutiny Committee

Date: 17 October 2023

Ward(s): All

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## Subject: 23/24 Quarter 1 Performance Report: Environment and Transport

### 1. Synopsis

- 1.1. The council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the council's Corporate Plan. Progress on key performance measures are reported through the council's Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2. This report sets out Q1 2023/24 progress against targets for those performance indicators that mainly fall within the Place and Environment outcome area, for which the Environment and Regeneration Scrutiny Committee has responsibility. To align with the Islington Together 2030 Plan, some additional new measures are proposed that in the main will be reported from Q2 onwards.

### 2. Recommendations

- 2.1. To note performance against targets as at the end of Q1 2023/24.
- 2.2. To note the additional proposed new measures that align with the Islington Together 2030 Plan

### 3. Background

- 3.1. A suite of corporate performance indicators has been agreed which help track progress in delivering the seven priorities set out in the Council’s Corporate Plan - Building a Fairer Islington. Targets are set on an annual basis and performance is monitored internally, through Departmental Management Teams, Corporate Management Board, and externally through the Scrutiny Committees.
- 3.2. The Environment and Regeneration Scrutiny Committee is responsible for monitoring and challenging performance for the Place and Environment outcome area of making Islington a welcoming and attractive borough and creating a healthier environment for all as well as measures relating to helping residents cope with the cost of living.
- 3.3. **Quarter 1 performance update – Keep the streets clean and promote recycling.**

PI No.	Indicator	2021/22 Actual	2022/23 Actual	23/24 Target	Q1 23/24 or latest	On target?	Q1 or same period last year	Direction of travel
E1	Percentage of household waste recycled and composted (Q in arrears)	31.3% in 20/21	30.1% in 21/22	<b>33% 22/23 &amp; 34% 23/24</b>	<b>27.7% (22/23)</b>	<b>No</b>	30.1% (21/22)	<b>Poorer</b>
E11	Number missed waste collections - domestic and commercial (average per calendar month)	262	265	<b>275</b>	<b>236 (Q1)</b>	<b>Yes</b>	273	<b>Better</b>
n/a	Number of reported flytips (all land types)	1,404	1,292	<b>n/a</b>	<b>348 (Q1)</b>	<b>n/a</b>	255	<b>Poorer</b>
E6	Cleanliness surveys - Litter (% sites above acceptable standard)	96.6%	98.5%	<b>97%</b>	<b>98.5% (Q1)</b>	<b>Yes</b>	98.5% (22/23)	<b>Same</b>

E7	Cleanliness surveys – Detritus (% sites above acceptable standard)	92.4%	96.5%	<b>95%</b>	<b>95.9% (Q1)</b>	<b>Yes</b>	96.5% (22/23)	<b>Same</b>
E8	Cleanliness surveys –Graffiti (% sites above acceptable standard)	99.0%	99.7%	<b>99%</b>	<b>99.1% (Q1)</b>	<b>Yes</b>	99.0% (21/22)	<b>Same</b>
E9	Cleanliness surveys – Flyposting (% sites above acceptable standard)	99.2%	99.7%	<b>99%</b>	<b>98.8% (Q1)</b>	<b>Yes</b>	99.2% (21/22)	<b>Same</b>

3.3.1. **Residual (non-recycled) total waste:** Residual waste per household in 22/23 was 350kg compared to compared to 367.5kg in 21/22. This 4.8% drop means that nearly two thousand tonnes fewer tonnes of waste was produced and disposed of in 22/23, lowering carbon emissions relating to the production, transport and disposal of this material. The lowest figure this has ever been for Islington was 345.7kg in 20/21 (40% lower than the then NLWA average figure) and the current figure is our second lowest ever level and one of the very lowest in London.

3.3.2. **Recycling rate:** Audited quarterly recycling rate data from Waste Data Flow (the national waste and recycling performance database) usually comes in around three months after the end of the quarter. The 22/23 recycling rate is now confirmed as 27.7% compared to last year’s rate of 30.1% and the 22/23 target of 33.0%. The figure of 27.7% is the lowest rate since 2007/8 when it was 26.3%. Over the period since then, the highest rate was 32.8% in 2014/15.

Although full 22/23 data for other NLWA boroughs is not yet available, an analysis of all seven boroughs comparing their 21/22 rates with the 22/23 position as at Q3, indicates that most other partner boroughs have seen a very similar drop as Islington, with only Enfield showing an increase. Enfield’s improvement is attributed to them tackling very high contamination rates which Islington hasn’t had. The only other borough not seeing a similar drop is Waltham Forest who have changed their way of dealing with fly-tipping tonnages to align with what Islington and other boroughs are already doing. The recent downward trend in recycling rates is attributed to the economic downturn with shifting patterns of discretionary household spend and consumption.

- 3.3.3. Total recycling tonnages are down by 14.8%. Within what was recycled, dry recycling tonnages are down by 14.0% whilst organics (food and garden waste) tonnages are down by 17.7%. NLWA have linked this reduction in organics tonnages to the summer 2022 heatwave which surprised garden waste growth, and just this element is responsible for a 1.5 percentage points impact on our overall 22/23 recycling rate. Organics tonnages across the summer just coming to a close are looking stronger and will feed into the outturns for Q1 and Q2 this year.
- 3.3.4. The council has set up a Recycling Data Review Group to more closely scrutinise recycling tonnages and to identify trends and what can be learnt. The recycling rate is calculated from the compilation of complex sets of data from a range of sources. The Group is reviewing each of these data, not only to identify trends but also ensure data integrity. This will enable quicker and more detailed analysis of emerging trends and early identification any anomalies so that urgent follow up with NLWA and action can be taken. Detailed scrutiny of the 22/23 data for potential discrepancies may result in a better understanding of elements of the drop in the recycling rate, alongside the organics drop mentioned above and the lost recycle due to contractor error flagged in the last Q4 report.
- 3.3.5. The deployment of Islington's new Waste Management Back Office system, scheduled for this year will also improve data handling enabling more accurate performance management for collection rounds.
- 3.3.6. The council is working hard to improve recycling performance through a combination of service improvements and encouraging behaviour change. Given that the comparative recycling rates on estates are on average only about 60% of that for street properties, our new Waste Reduction and Recycling plan sets out a substantial new investment programme to transform recycling facilities on our estates. Three Estate Recycling Officers are now in post and currently working on recycling site improvements for 74 sites on Islington estates. A series of consultations are ongoing on a range of recycling facility improvements for estate residents including major planned improvements to recycling facilities on Bemerton (North) Estate, Camden Estate and a handful of other estates. New improvement recycling facilities are being procured for Finsbury Estate, while a consultation process is about to start to support the review and improvement of recycling facilities on the New Orleans Estate.
- 3.3.7. In the short term, our focus continues to be on extending food waste recycling to remaining purpose-built blocks of flats and as at July, service coverage was up from 43% in April 22 to 74% of suitable properties with an extra 15,000 households now receiving this service.

- 3.3.8. We are also continuing the trial of food waste collections from flats above shops along part of Holloway Road and are participating in a funded research project with ReLondon and two other London Local Authorities to identify ways to increase recycling rates for flats above shops and businesses. The funding is worth up to £25k.
- 3.3.9. A series of Repair Events are being delivered, including seven textile upcycling events, two furniture repair and upcycling events, four electrical repair events, three computer repair events and two clothes swap events.
- 3.3.10. Thirty nine new split litter recycling bins are in the process of being deployed across Islington's parks and green spaces to make it easier to recycle while out and about.
- 3.3.11. A range of communications campaigns and waste prevention campaigns are being delivered in partnership with NLWA, including 'Reduce, Reuse, your Cycle', a reusable period product campaign, schools education and engagement (including promoting uniform exchanges), the Together We Recycle campaign which focusses on the great work done by our front line collection crews, and promotion of the London wide 'Eat Like a Londoner' campaign which aims to drive down food waste.
- 3.3.12. From Q2 we intend to report to the Committee performance with bespoke KPIs on quarterly residual waste (the 2030 plan talks of Islington as a 'low waste borough'), commercial recycling rates (2030 target of 75%), and the department will also be more closely monitoring household recycling contamination rates.
- 3.3.13. **Missed Collections:** Average monthly reported missed waste collections in Q1 were 236, matching our best ever performance, ahead of the new 23/24 target of 275 and also a 10% improvement on the 22/23 average of 265. Current performance remains particularly strong across commercial waste collections. There are an average of 2.1 million collections made every month so the current performance represents 0.01% reported missed or only one in every 9,000.
- 3.3.14. **Fly-tipping:** The 'fly-capture' fly-tipping indicator measures the total number of reported fly-tips across all land types and waste types, with the number in Q1 being 348. Whilst this is lower than Q4 figure of 409 it is higher than the same quarter in 22/23 which was 255. This quarter there has been a notable increase in reported flytips of construction and demolition waste compared to the same period last year. Numbers across the whole of 22/23 were 8% down on 21/22 and it is too early in the year to determine any sustained upward trend.

- 3.3.15. **Street cleanliness surveys:** Street Cleanliness surveys in Islington used to be conducted by Keep Britain Tidy (KBT) but are now conducted in-house using the same on-street survey methodology. These are now conducted continuously as opposed to in tranches with survey sites covering all local land types across retail, industrial, housing, highways and recreation etc. All measures are collated to represent the observable amounts of litter, detritus (organic matter and gravel/sand etc), graffiti and flyposting. The results are then analysed, weighted and presented as a single percentage under each category giving the proportion of sites that are at or above a defined acceptable standard (or its inverse). Therefore, in the table above, the higher the figures (closer to 100%) the better.
- 3.3.16. With **litter**, average performance has improved consistently across the last three years with 22/23 overall coming in at a very strong 98.5%, sustained in Q1 and well above the new 23/24 target of 97%. The improvements are attributed to the return of individual sweepers to their substantive rounds.
- 3.3.17. Overall levels of **detritus** have also improved significantly with Q1 coming in 95.9%, comparable to the overall result for 22/23 of 96.5% and much improved on the overall 21/22 result of 92.4%. Aside from sweepers returning to their individual rounds, improvements are a result of using local land-use performance data to target interventions on residential streets which were previously bringing the results down.
- 3.3.18. **Graffiti** levels in Q1 have increased a little on the overall 22/23 performance of 99.7%, but still just ahead of target and will be monitored closely as the year unfolds. The improving position over the last few years is a result of a fully resourced team and the service being much more proactive in removing graffiti from third party infrastructure.
- 3.3.19. **Flyposting** levels appear to have plateaued at a good position. Whilst Q1 has dipped very slightly below the 23/24 target, it is too early to discern any trend and the current performance of 98.8% compares to the 21/22 level of 99.2% and that of 20/21 of 98.5%.
- 3.4. **Quarter 1 performance update - Make sure residents have access to high quality parks, leisure facilities and cultural opportunities**

PI No.	Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	Q1 23/24 or latest	On target ?	Same period last year	Direction of travel
E10	Number of Leisure Visits	1.298m	1.629m	<b>1.662m (487.2k for Q1)</b>	<b>374.7k (Q1)</b>	<b>No</b>	477.6k	<b>Poorer</b>

3.4.1. As 22/23 came to a close, cumulative leisure visitor numbers fell below the profiled target primarily as a result of the impacts of the Sobell Leisure Centre flood in August, which negative impact is expected to continue for the remainder of 2023. The targets for 23/24 are based on a 2% uplift on actual monthly visitor numbers in 22/23 and therefore Q1 has come in 23% below the profiled target.

3.4.2. The Ironmonger Row Baths Spa is scheduled to be completed by January 2024 and this is expected to positively impact visitor numbers. The Sobell reinstatement and potential new projects were subject to a delegated decision in early August after a public consultation that attracted over a thousand responses. The council has decided not to reinstate the ice rink but instead to progress an 'active zone' option and invite local people to help create an inclusive programme of activities, particularly reaching out to people typically underrepresented in sport and fitness. It is intended that the range of sports on offer will be greatly increased, alongside expanding and improving existing facilities, including the squash courts, gym, dojo, and boxing studio. The Sobell works are hoped to be complete by April 2024 though some facilities such as the gym and squash courts will come back into use prior to that.

### 3.5. **Quarter 1 performance update - Provide practical support to help residents cope with the cost of living.**

PI No.	Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	Q1 23/24 or latest	On target ?	Same Period last year	Direction of travel
E13	Residents supported through SHINE – unique household referrals	3,233	3,014	<b>3,000 (780 for Q1)</b>	<b>655 (Q1)</b>	<b>No</b>	651	<b>Same</b>

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- 3.5.1. **Islington SHINE referrals:** The 23/24 unique households referrals target has been set at the same level of 3,000 as in 22/23, despite the challenges caused by the changes to the Government's Warm Home Discount scheme. Previously people had to apply for this and SHINE helped a large number of clients do so but the rules changed in 2022 to introduce auto-registration, meaning people no longer needed help from SHINE. As all the WHD-only clients have disappeared, most other interventions (assistance with dealing with suppliers, debt relief etc) are more time consuming, but have all increased in volume. For example, debt and complex cases have more than tripled compared to 21/22, up from 102 to 339 in the year. Re-referrals are also at an all-time high, meaning that the same household is calling back repeatedly within the year, but only get counted once for the purpose of the KPI.
- 3.5.2. On Q1 we had 655 referrals, a very similar number to Q1 in 22/23. Whilst this is somewhat down on the profiled target of 780, the service have been concentrating on debt relief and write-off and are confident of making up the shortfall. Debt relief cases in Q1 are three times what they were in Q1 last year. In the first two quarters of the year, the service focuses on and event promotion and from September onwards, there is a targeted mailout campaign to known vulnerable residents which significantly increases referrals and call volumes to the advice line, with three officers on the phones at all times to keep the wait times on the advice line as low as possible.
- 3.5.3. The GLA Warmer Homes programme will be opening in late October to November again also triggering high call volumes wanting assistance applying for this grant scheme. Once this grant scheme is active again, we will be sending out a targeted mailout inviting those residents who are likely to be eligible to apply as soon as possible. In October, central government are also going to be sending letters out to lots of residents that are on means-tested benefits to let them know if they are eligible for the Warm Home Discount. This will also trigger high call volumes and requests for EPCs to be carried out and the council are considering how best we can respond to this.
- 3.6. **Quarter 1 performance update – Make it easier and safer for people to travel through the borough and beyond.**



PI No.	Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	Q1 23/24 or latest	On target ?	Q1 or same period last year	Direction of travel
E2	Number of secure cycle parking facilities on streets	401	499	<b>600</b>	<b>500</b>	<b>Yes</b>	401	<b>Better</b>
E3	Number of new electric vehicle charging points across the borough	336	417	<b>600</b>	<b>490</b>	<b>No</b>	356	<b>Better</b>
n/a	Percentage of parking appeals won at the Enforcement and Traffic Tribunal	69% (20/21)	78% (21/22)	<b>78%</b> <b>(22/23)</b>	<b>77%</b> <b>(22/23)</b>	<b>Yes</b>	78% (21/22)	<b>Same</b>
n/a	People killed or seriously injured on our roads	84 (2020)	96 (2021)	<b>n/a</b>	<b>111</b> <b>(2022)</b>	<b>n/a</b>	96 (2021)	<b>Poorer</b>

3.6.1. **Secure cycle parking:** The council committed to delivering 100 secure cycle parking facilities on our streets each year over a four-year period to 2021/22, making 400 in total. We achieved this target and committed to delivering a further 100 each year going forward. In Q1 we hit the 500 target and have programmed another one hundred to be installed in Q4. Each facility can house six bicycles giving a total current capacity of 3,000.

3.6.2. Currently, the occupancy rate across the whole storage capacity stands at 86%, up from 81% in Q4 and 71% in January. This figure includes 76% who have paid and have a key and 10% which are under offer to a resident. Occupancy rates fluctuate depending on when new hangars are installed, especially when in large batches. We are continuing to work on a digital platform which will simplify the way we offer and monitor bike hangar spaces which will make running an accurate occupancy figure more straightforward and more accurate. The launch for this has been delayed until late November, partly as the supplier has had to carry out further development work. The resident waiting list for bike hangar space which was reduced from 2,500 in January to 1,270 in Q4, is currently standing at just over 1,400.

- 3.6.3. **Electric vehicle charging points:** The Council has also committed to installing 400 new electric vehicle charging points (EVCPs) over the same four-year period and a further 100 each year after that. In 21/22 we added 52 and a further 81 in 22/23 taking the total to 417, 83 short of the 500 22/23 target. Several factors have contributed to the programme delays with the current issues arising from technical suitability issues after site assessments.
- 3.6.4. As at the end of Q1 we have added a further 73 and taking the total to 490 with an end of year target of 600. Delivery is being held up by negotiations with the supplier around costs and procurement framework issues. However, we have recently completed public consultation on a further 117 lamp column charging points, delivery of which will begin in January 2024. In benchmarking terms as at July 2023, the provision of EVCPs in Islington remained as ranking 9<sup>th</sup> per head of population across all 33 London Boroughs.
- 3.6.5. **Parking appeals:** The percentage of parking appeals won by the council at the Enforcement and Traffic Tribunal is an annual measure reflecting the quality of our parking service. Although marginally short of our very ambitious target, the new data for 22/23 gives a very positive picture with Islington at the very top of the London parking authorities league table with 77% of all appeals won. This is up from 52% in 19/20, 69% in 20/21, and a very similar 78% last year. In benchmarking terms over the same period, we have moved up from 18<sup>th</sup> through 3<sup>rd</sup>, 2<sup>nd</sup>, and now top. The London average figure in 22/23 was 54%, down from 57% in 21/22. Islington's 'Did not contest' (DNC) cases were only 12% (compared to 14% last year) whilst the London average stayed the same at 22%.
- 3.6.6. This much stronger position is as a result of better quality assurance for new CCTV schemes, improved on-street signage and working collaboratively with the adjudicators on the specific reasons for previous cases lost. We have also reintroduced an 'evidence request letter' early in the appeals process which has reduced cancellations on the basis of subsequent new evidence.
- 3.6.7. **Road traffic collisions:** The ambitious Islington Transport Strategy 2019-2041 contains a commitment to achieving 'Vision Zero' by 2041, eliminating all transport related deaths and serious injuries in Islington over the next 20 years.
- 3.6.8. The newly released 2022 figure of 111 casualties shows an increase on the levels seen in 2021 (96) and 2020 (84), though these were both lockdown years with significantly lower levels of traffic. The figure for 2019 was the same as for 2022 with both Hackney and Camden showing very similar trends. There were two fatalities, one cyclist and one car passenger, with the overall figure breaking down

as 34 pedestrians, 46 cyclists, 21 motorbike/moped rider or pillion, 6 car occupants, and 4 other.

3.6.9. The 111 casualties in 2022 split between 61 on the borough roads and 50 on the Transport for London road network (TLRN), with one fatality on each. Comparing pre-pandemic data (2017-19) with the post-pandemic data of 2022 appears to depict a downward trend, though more so with regards to the number of slightly injured casualties. With seriously injured casualties overall, Islington is now showing a trajectory of a 35% reduction compared to the 2005/9 baseline.

### 3.7. Quarter 1 performance update – Working towards a net zero carbon Islington by 2030.

PI No.	Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	Q1 2023/24 or latest	On target ?	Same period last year	Direction of travel
E4	Carbon emissions for Council buildings (Q in arrears and tonnes CO2)	2,269	2,029	2,127	2,029 (22/23 – target 2,431)	Yes	2,269	Better
E5	Carbon emissions from Council Transport fleet (tonnes CO2)	2,397	2,379	1,733	595 (Q1 target 414)	No	593	Same

3.7.1. **Carbon emissions from council buildings:** In June 2019, the Council declared an Environment and Climate Change Emergency and the Carbon Zero Strategy 2030 was adopted by the Executive in November 2020. We are monitoring the Council’s own internal progress with quarterly measures of the CO2 emissions for Council operational buildings (within the Borough) and those from the Council’s transport fleet. The former is reported a quarter in arrears in order to minimise billing estimates.

3.7.2. New Green Electricity tariffs drove very significant reductions in building’s emissions in 21/22 and we now remain well ahead of target across 22/23, with emissions down a further 11% on the previous year. This has been driven by the Corporate Energy Savings Programme implemented due to the energy crisis and specifically more efficient use of heating. While we may expect some degree of rebound in 23/24, we will also benefit from more sites being moved to renewable

electricity tariffs, which should reduce emissions by around a further 60 tonnes and a drop-off in the WRC gas consumption (9% of the total) towards the end of the year as the current decarbonisation works are completed.

- 3.7.3. The Energy Services team are continuing to compile a list of all council owned or leased sites to identify which ones require decarbonisation works. This will be used to ensure that all buildings that require works to eliminate emissions from gas boilers have feasibility studies carried out. It will also provide the basis for prioritising funding applications and also consider all opportunities to build works into scheduled refurbishments. We are also in the process of procuring a contractor to speed up future decarbonisation works.
- 3.7.4. **Carbon emissions from council vehicle fleet:** Whilst council fleet carbon emissions across 22/23 came in 3% ahead of the annual target on a trajectory that takes us net zero over ten years, further progress has stalled in Q1 with emissions from the council's fleet vehicles being very similar to Q1 last year and 44% below the profiled target. This is because of the increase in vehicle numbers, up overall from 502 to 545 in the last twelve months and mainly in housing repair which has an additional (mainly diesel) 47 hire vehicles for damp/mould related works. These new hired vehicles are currently effectively offsetting the improvements arising from the electrification of the fleet, an additional eight electric vehicles having been acquired since the beginning of April.
- 3.7.5. The Environment and Housing departments are working closely together to meet the net zero fleet emission reductions and a council vehicle reduction strategy is being drafted. There will be a new annual PI on progress with fleet electrification, currently standing at 19.2% of the owned fleet and 15.9% of the whole fleet. The 2030 target is 100%.
- 3.7.6. Infrastructure delivered in Q1 included completion of the WRC infrastructure project that increased the building electrical capacity from 1,250kVA to 3,250kVA. Alongside this increase to the high voltage infrastructure we have installed low voltage infrastructure across the WRC site allowing EVCPs to be added iteratively as required, including installation of 24 across the basement in Q1. Also completed is a 200kw increase at Fairbridge Road depot including the installation of four EVCPs to support highways operations working from that site.

### 3.8. **New PIs for 23/24**

In order to align this performance report better with the Islington Together 2030 Plan, and in addition to the new quarterly PIs mentioned above on residual waste per household, commercial recycling rate and fleet electrification, it is proposed to

also add the following measures to the suite currently explicitly reported to the committee:

- A new quarterly corporate PI on dockless bike parking spaces, a member priority and picking up on Net Zero, Independent lives and 'confident to walk' themes in the 2030 plan.
- A new quarterly corporate PI on pothole repair turnaround as it is both a public safety issue and a managing resources issue.
- A new annual PI on 'net new council owned trees' as increasing canopy cover is also a 2030 plan ambition.
- An annual PI on 'new green space' as a target of 1.5 hectares of repurposed public realm by 2030 is explicit in the Islington Together plan.

## **Implications**

### **3.9. Financial Implications**

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

### **3.10. Legal Implications**

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

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

3.11.1. There are no environmental impacts from monitoring.

### **3.12. Equalities Impact Assessment**

3.12.1. The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

## **4. Conclusion and reasons for recommendations**

4.1. The council's Corporate Plan sets out a clear set of priorities, underpinned by a set of firm commitments and actions that we will take to work towards our vision of a

Fairer Islington. The revised corporate performance indicators are one of a number of tools that enable us to ensure that we are making progress in delivering key priorities whilst maintaining good quality services for residents.

**Appendices:** none.

**Background papers:** none.

**Final report clearance:**

Approved by:

**Corporate Director of Community Wealth Building**

**Date:** 6.10.23

**Corporate Director of Homes and Neighbourhoods**

**Date:** 6.10.23

**Executive Member for Environment, Air Quality and Transport**

**Date:** 6.10.23

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