



## COUNCIL MEETING - 27 FEBRUARY 2020

Councillors of the London Borough of Islington are summoned to attend a meeting of the Council to be held in the Council Chamber, Town Hall, Upper Street, N1 2UD - Islington Town Hall on, **27 February 2020 at 7.30 pm.**

**Chief Executive**

### AGENDA

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|---|-------|
| 1. Minutes<br>The Minutes of the previous meeting held on 5 December 2019.  | 1 - 6 |
| 2. Declarations of Interest<br>If you have a <b>Disclosable Pecuniary Interest*</b> in an item of business: <ul style="list-style-type: none"><li>▪ if it is not yet on the council's register, you <b>must</b> declare both the existence and details of it at the start of the meeting or when it becomes apparent;</li><li>▪ you may <b>choose</b> to declare a Disclosable Pecuniary Interest that is already in the register in the interests of openness and transparency.</li></ul> In both the above cases, you <b>must</b> leave the room without participating in discussion of the item.<br><br>If you have a <b>personal</b> interest in an item of business <b>and</b> you intend to speak or vote on the item you <b>must</b> declare both the existence and details of it at the start of the meeting or when it becomes apparent but you <b>may</b> participate in the discussion and vote on the item.<br><br><b>*(a) Employment, etc</b> - Any employment, office, trade, profession or vocation carried on for profit or gain. |       |

- (b) Sponsorship** - Any payment or other financial benefit in respect of your expenses in carrying out duties as a member, or of your election; including from a trade union.
- (c) Contracts** - Any current contract for goods, services or works, between you or your partner (or a body in which one of you has a beneficial interest) and the council.
- (d) Land** - Any beneficial interest in land which is within the council's area.
- (e) Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) Corporate tenancies** - Any tenancy between the council and a body in which you or your partner have a beneficial interest.
- (g) Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

This applies to **all** members present at the meeting.

3. Mayoral Announcements

- (i) Apologies
- (ii) Order of business
- (iii) Declaration of discussion items
- (iv) Mayor's announcements
- (v) Length of speeches

4. Leader's Announcements

5. Petitions

6.	Questions from Members of the Public	7 - 8
7.	Questions from Members of the Council	9 - 10
8.	Update on the Climate Emergency	11 - 86
9.	Chief Whip's Report	87 - 90
10.	Budget Proposals 2020-21+	91 - 220
a.	Proposed Amendment to Budget Proposals 2020-21	TO FOLLOW

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 Despatched : 19 February 2020

## LONDON BOROUGH OF ISLINGTON

### COUNCIL MEETING - 5 DECEMBER 2019

#### MINUTES OF PROCEEDINGS

At the meeting of the Council held at Council Chamber, Town Hall, Upper Street, N1 2UD on 5 December 2019 at 7.30 pm.

#### Present:

Ismail	Gill	Poole
Bell-Bradford	Graham	Poyser
Caluori	Heather	Russell
Champion	Hull	Smith
Chapman	Hyde	Spall
Chowdhury	Jeapes	Turan
Clarke	Khurana	Ward
A Clarke-Perry	Klute	Watts
Comer-Schwartz	Lukes	Wayne
Cutler	Nathan	Williamson
Debono	Ngongo	Woodbyrne
Gallagher	O'Halloran	Woolf

#### The Mayor (Councillor Rakhia Ismail) in the Chair

#### 83 MINUTE'S SILENCE

Prior to the commencement of the meeting, a minute's silence was held for all of those affected by the London Bridge terror attack on 29 November 2019.

#### 84 MINUTES

##### RESOLVED:

That the minutes of the previous meeting held on 26 September 2019 be agreed as a correct record and the Mayor be authorised to sign them.

#### 85 DECLARATIONS OF INTEREST

None.

**86**     **MAYORAL ANNOUNCEMENTS**

a) Apologies

Apologies for absence were received from Councillors Burgess, Convery, Gantly, Hamitouche, Kay, Khondoker, Picknell and Shaikh.

b) Order of Business

No changes were proposed to the order of business.

c) Declaration of Discussion Items

No items were declared.

d) Mayor's Announcements

The Mayor advised that, due to the pre-election period of heightened political sensitivity, procedure rules 10.2(f), (i), (j) and (k) relating to petitions, questions and motions were suspended for the duration of the meeting.

The Mayor thanked the many colleagues who attended the Remembrance events in November. The Mayor said that it was an honour to attend the wreath laying events on Remembrance Sunday as well as the Poppy Appeal launch with the Islington Veterans Association. Many local people attended the events to remember and pay their respects. The Mayor thanked everyone involved in organising the events for all their hard work.

The Mayor paid tribute to Lilian Reeve, who passed away on Remembrance Sunday. Lilian was a local resident who served in the Second World War as a nurse in the Royal Air Force. Lilian never missed a Remembrance Day parade. The Mayor passed on the council's condolences to her family and friends.

The Mayor had attended many events since the last meeting, including the Community Apple Day at the Ecology Centre, the Harvest Festival with the London Pearly Kings and Queens, and the 25th Anniversary of Angel Shed Theatre Company at Sadler's Wells Theatre, which were all fantastic events.

October was Black History Month and the Mayor had attended the Black Women Rising Event at City University, highlighting the many positive contributions that Black women make to society.

The Mayor had also opened a national conference on improving the experiences of Unaccompanied Asylum Seeking Children at the Art House. The Mayor said she was proud of the council's work to support refugees, particularly young people seeking asylum.

The Mayor had attended the Council Caretaker Awards to celebrate the fantastic work of the caretakers on Islington's estates. The Mayor highlighted that the council's caretakers do so much more than look after estates; they do great work to support the local community and often go above and beyond the call of duty.

The Mayor's fundraising dinner was held on Tuesday evening and raised nearly £1,500 for the Mayor's Charities, Centre 404 and Nafsiyat Intercultural Therapy Centre. The Mayor thanked Fish Central for hosting this event and supporting her charities.

The Mayor enjoyed the opening of the Charterhouse Christmas Fair, switching on the Christmas lights across the borough and the Talking Newspaper Christmas Party. The Mayor said that the Talking Newspaper provides a great service for local people with visual impairments and it was nice to talk to some of their clients.

e) Length of Speeches

The Mayor reminded members to take note of the timer and to keep within the permitted length for speeches.

The Mayor reminded councillors to consider the political sensitivity when making their remarks.

**87 LEADER'S ANNOUNCEMENTS**

Councillor Watts said that his thoughts were with the family and friends of the victims of the terror attack at London Bridge. Councillor Watts said that there was a responsibility on all of us to think about how we can bring our communities together and support community cohesion in the face of such appalling attacks.

Councillor Watts thanked the Islington Veterans Association and all of those who supported the Remembrance Day events. Councillor Watts also passed on his best wishes to the family of Lilian Reeve, the second world war veteran, who passed away on Remembrance Day.

**88 COUNCIL TAX SUPPORT SCHEME 2020-21**

Councillor Hull moved the recommendations in the report. Councillor Watts seconded. Councillor Russell contributed to the debate. Councillor Hull exercised his right of reply.

The recommendations in the report were put to the vote and **CARRIED**.

**RESOLVED:**

- (i) That the Council Tax Support Scheme for 2020/21 be agreed as set out in Appendix A to the report submitted;

- (ii) That it be noted that the Council is retaining a cap of 8.5% for council tax support – despite unprecedented central government funding cuts both for this scheme and for the council generally – as part of our ongoing commitment to provide support throughout the different stages of residents' lives, where it is needed.
- (iii) That the amendments to council tax agreed at full Council on 6 December 2018 be retained. To be clear, this means that, from 1 April 2020, the following will continue to apply:
  - 1) council tax exemption classes A and C will have a discount of 0% for all cases;
  - 2) council tax discount for second homes will be 0% in all cases;
  - 3) council tax discount for empty furnished lets will be 0% in all cases; and
  - 4) a premium will be charged at the maximum percentage allowed on the council tax of all properties that have remained empty for over 2 years in all cases.

#### **89 ADDITIONAL INVESTMENT IN THE 2019-20 CAPITAL PROGRAMME**

Councillor Hull moved the recommendations in the report. Councillor Watts seconded. Councillor Russell contributed to the debate. Councillor Hull exercised his right of reply.

The recommendations in the report were put to the vote and **CARRIED**.

#### **RESOLVED:**

- (i) That the changes to the capital programme covered in the report and the revised 2019/20 capital programme at Appendix 1 to the report submitted be agreed.
- (ii) That it be noted that the medium-term capital programme will be further reviewed and increased as part of the 2020/21 budget setting process.

#### **90 CONSTITUTION UPDATE**

The Mayor advised that this report had been circulated in the additional despatch of papers.

Councillor Gill moved the recommendations in the report. Councillor Turan seconded. The recommendations were put to the vote and **CARRIED**.

#### **RESOLVED:**

- (i) That the amendments to the Constitution set out in the Appendix to the report submitted be approved;
- (ii) That the Director of Law and Governance be authorised to make any consequential amendments to the Constitution considered necessary.

**91 CHIEF WHIP'S REPORT**

The Mayor advised that this report had been circulated in the additional despatch of papers.

Councillor Gill moved the recommendations in the report. Councillor Turan seconded. The recommendations were put to the vote and **CARRIED**.

**RESOLVED:**

- (i) That Claire Ballak be appointed as the Parent Governor Representative (Primary) on the Children's Services Scrutiny Committee for a four year term or until a successor is appointed;
- (ii) To appoint Cllr Comer-Schwartz, the Executive Member for Children, Young People and Families, to the Disciplinary Appeal Committee for the remainder of municipal year or until a successor is appointed.
- (iii) To appoint Cllr Williamson as a trustee of the Cloudesley Charity with immediate effect for a period of four years or until a successor is appointed.

The meeting closed at 7.55 pm

**MAYOR**

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## COUNCIL MEETING – 27 FEBRUARY 2020

### QUESTIONS FROM MEMBERS OF THE PUBLIC

**a Sebastian Sandys to Councillor Champion, Executive Member for Environment & Transport:**

Would the Executive Member for Environment and Regeneration please explain why I have not had a response to my petition submitted to Council on 27 June 2019 and could they please tell me the full costs of the installation and subsequent removal of the parklet in Baldwin Street EC1V, and where the parklet is now?

**b Gill Weston to Councillor Ward, Executive Member for Housing & Development:**

In 2018 Islington Council granted itself planning permission to build accommodation for 11 adults with learning disabilities at Windsor Street. In 2014 council officers calculated that the scheme would cost £1.98 million and by December 2017 council officers had determined that the costs had risen to £4.12 million. Please can Councillor Ward provide an update on the estimated costs of building this accommodation, providing both build costs and development/consultancy costs?

**c Ian Fearnley to Councillor Ward, Executive Member for Housing & Development:**

Care Quality Commission (CQC) regulations specify that no more than six people with a learning disability and/or autism should live together in supported living housing; and they have called for "small domestic scale setting within a community". In 2018 and 2019 two tribunal cases ruled in favour of the CQC's decision to refuse applications to register services for accommodation that deviated from this maximum number of six.

<https://www.cqc.org.uk/news/releases/tribunal-upholds-cqc-decision-refuse-registration-campus-style-accommodation-people>

<https://www.cqc.org.uk/news/releases/tribunal-cqc-decision-learning-difficulties>

Later this year Islington Council propose to start building its residence for 11 adults with learning disabilities and/or autism at Windsor Street which contravenes these regulations as it provides shared facilities and exceeds the maximum number of six people per site. The CQC state that 'new services should not be developed as a campus and/or congregate setting due to this not being in the best interests of people with a learning disability and not promoting their rights of choice, independence and inclusion'. Given this, how does the Council propose to modify the accommodation to comply with the CQC regulations?

d **Helena Farstad to Councillor Champion, Executive Member for Environment & Transport:**

Islington Council declared a Climate Emergency (CE) June 2019 with the target to become net zero carbon by 2030. This is 20 years ahead of the Government and is demonstrating the urgency this crisis demands. The CE action and communication plan is eagerly anticipated and should have been released for consultation in advance of this question being heard.

Sadly, regardless of what Islington is doing, or indeed all the other London boroughs and UK as a whole, unless the most polluting countries in the world are taking similar, bold action, there is likely to be irreversible changes to our climate that may directly impact Islington and its residents. Be that increased temperatures, increased droughts, erratic rain fall leading to flooding, increased sea levels threatening the lower lying parts of London to be uninhabitable, spread of disease, unexpected and rapid movement of people, food shortages etc. I wonder whether the Council is planning with these eventualities in mind and whether any conversations with other boroughs and indeed the Mayor of London are taking place addressing these possible and increasingly likely future risks?

e **Ernestas Jegorovas to Councillor Comer-Schwartz, Executive Member for Children, Young People and Families:**

Will the council add tackling climate change to Islington's Fair Future commission?



### COUNCIL MEETING – 27 FEBRUARY 2020

#### QUESTIONS FROM MEMBERS OF THE COUNCIL

a **Councillor Gantly to Councillor Champion, Executive Member for Environment & Transport:**

Highbury East councillors are grateful to Cllr Champion for attending the recent Highbury East Ward Partnership, where Cllr Champion witnessed first hand the enormous enthusiasm for making Highbury East a low traffic neighbourhood. In view of this enthusiasm, and given the council has made budget provision for low traffic schemes, could Cllr Champion please share her plans for a low traffic neighbourhood in Highbury East?

b **Councillor Poyser to Councillor Watts, Leader of the Council:**

For how long will the European Flag fly from Islington Town Hall?

c **Councillor Turan to Councillor Diarmaid Ward, Executive Member for Housing and Development:**

Trees play a vital role in tackling the climate emergency and improving the air we breathe, as well as contributing to better mental health. We have just under 40,000 publically managed trees in Islington and the borough currently has a canopy cover of 25%, which is better than the London average of 21% and the UK urban average of 17%. I am incredibly proud of the canopy cover we currently have here and I'm glad we will be increasing this from 25% canopy cover in 2019 to 30% canopy cover by 2050 in alignment with the target of London to achieve 30% canopy cover, as part of the Council's commitment to clean up the air we breathe.

However, Islington also has a housing crisis and the only way to solve this crisis is to build more council homes. The Dixon Clark Court development in St Mary's will deliver 27 new council homes for local people. This scheme is a big step towards achieving our ambitious target of delivering 550 new council homes by 2022, as part of Islington's largest council house building programme in 30 years. Can Cllr Ward commit to ensuring that any lost trees at the Dixon Clark Court Site will be replaced nearby and see lead to a net gain of tree canopy cover across the borough.

d **Cllr Gill to Cllr Rowena Champion, Executive Member for Environment and Transport:**

Last year, the Council declared a Climate Emergency and committed to becoming a net zero carbon borough by 2030. Last week, I was delighted to see the Council publish its report on progress towards that goal so far, as well as the Council's capital investment proposals which will go some way to tackling the emergency we face. Toxic air pollution is a major worry for many of our residents and the work the Council is doing to improve air quality is welcome. The figures published recently that show air quality around our schools improving were encouraging and show the benefits of the School Streets scheme. I noted that one of the schools with higher levels of toxic air pollution was Yerbury Primary School in my St George's ward.

I was concerned recently to see the proposal put forward by Ocado for a delivery hub adjacent to the playground of Yerbury. All evidence shows that toxic air pollution is particularly harmful to the physical and mental development of children. Ocado's plans would mean hundreds of polluting vehicles driving along the boundary of the school every day, as well as the installation of a diesel tank and pumps to refuel the vehicles, increasing Islington's carbon emissions and harming air quality. In light of this, would you agree that the proposal put forward by Ocado, is irresponsible and flies in the face of everything the Council is trying to do to clean up our Borough's air quality.

**Executive Member for Environment and Transport**

<b>Meeting of:</b>	<b>Date:</b>	<b>Ward(s):</b>
Council	27 February 2020	All

<b>Delete as appropriate:</b>		Non-exempt
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## **SUBJECT: ISLINGTON RESPONSE TO THE CLIMATE EMERGENCY: Zero Carbon Strategy**

### **1. Synopsis**

- 1.1 As part of the declaration of a Climate Emergency at full Council in June 2019, there was a commitment to report-back to full council in February 2020 on the strategic actions the Council is taking to deal with the environment and climate emergency.
- 1.2 This report sets out the council’s response to the Climate Emergency and specifically those actions that the council is taking and is proposing to take as part of the draft Net Zero Carbon Strategy. The draft strategy is shown at Appendix 1.
- 1.3 This report also explains the recent trends in carbon emissions in Islington (both in total and by sector), an evidence base of the sources of emissions in the borough and presents the draft strategy for the council and also the borough as a whole.

### **2. Recommendations**

- 2.1 To note the actions we have taken since the declaration and the development of a Net Zero Carbon Strategy, based on 6 key priorities: 1. Residential, Commercial & Industrial Buildings & Infrastructure; 2. Transport (including Fleet); 3. Sustainable Energy Generation & Supply; 4. Affordable Energy & Fuel Poverty; 5. Green Economy & Planning and 6. The Natural Environment, Waste Reduction & Recycling and Carbon Offsetting
- 2.2 To note that the scale of the challenge faced by the borough is to reduce net carbon emission by 700,000 tonnes<sup>1</sup> (including carbon offsetting).

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<sup>1</sup> Source: Carbon emissions for Islington in 2017 of 708,982 tonnes (Dept of Business, Enterprise & Industrial Strategy, BEIS)

- 2.3 To note that the council's operations produce approximately 4% of the Islington's total emissions and this rises to approximately 8% of emissions if gas boilers in council-owned homes are included.
- 2.4 To note that an approach for engaging and collaborating with residents, businesses, borough public sector and partner organisations, regional and national government, will be developed to support the delivery of the net zero carbon vision.
- 2.5 To note that the draft Net Zero Carbon Strategy has identified what we can commit to immediately and actions we will take; what we would like to commit to but requires further investigation; and what we need from others in order for Islington to achieve net zero carbon e.g. funding, powers and legislation.
- 2.6 To agree to taking a cross-departmental approach to implementing the strategy including the creation of zero carbon working group and to develop detailed action plans for each priority.
- 2.7 To note initial stakeholder and resident consultation in relation to the draft Net Zero Carbon Strategy has started and that a special meeting of the Environment & Regeneration Scrutiny Committee has been arranged to support that consultation process.
- 2.8 To agree that the final strategy will be presented to Executive for adoption and approval in June 2020.

### **3. Background**

- 3.1 On 27 June 2019, Islington Council declared a Climate Emergency in a motion that was unanimously supported at a meeting of the full council. The motion committed the council to working towards making Islington net zero carbon by 2030, working with partners across the borough to deliver this goal, and making representations to regional and national government to urge them to take action, including giving councils the necessary resources and legal powers.
- 3.2 The commitment was given to report back to Full Council on 27<sup>th</sup> February 2020 about the strategic actions the council is taking to address the environment and climate emergency, including plans and milestones to achieve emissions reductions within the Council's control, and to share details of representations being made to other institutions to achieve reductions in emissions outside of the Council's direct control.
- 3.3 A further commitment was given to have an adopted Net Zero Carbon Strategy in place within 12 months of the declaration i.e. by June 2020.
- 3.4 Following the declaration, officers were tasked with developing a net zero carbon strategy for Islington whilst identifying that the Council could do to ensure operations and services would contribute to the overall vision of net zero carbon by 2030 including carbon offsetting.
- 3.5 This report sets out recent trends in carbon emissions in the borough, an evidence base for the current carbon emissions and their sources, and an update on the development of a Net Zero Carbon Strategy that will address the net zero challenge. What this has identified is that the Council's operations represent approximately 4% of Islington's total carbon emissions, although this rises to approximately 8% if gas boilers in council-owned homes are included.
- 3.6 In the meantime, the Council has continued to deliver a wide range of innovative strategies, services and initiatives to help eliminate emissions in the borough and to make Islington a fairer place for everyone. The Net Zero Carbon Strategy aims to incorporate key elements of these complementary strategies and initiatives and effectively act as the 'umbrella environmental strategy' for Islington.

### 3.7 **Developing Priorities**

What has emerged from the research into and the development of the strategy are six proposed priorities and statements of strategic intent:

#### **Residential buildings, Commercial & Industrial buildings and Infrastructure**

Improve the energy efficiency and reduce the level of carbon emissions of all buildings and infrastructure: We will continue our work on the insulation of properties and seek ways of converting heating systems away from gas where possible. In doing so we will work with borough partners such as schools and colleges, universities and the NHS to support them to reduce carbon emissions from their estates.

#### **Transport**

Reduce emissions in the borough from transport: We will reduce vehicular emissions by encouraging walking, cycling and public transportation. By working collaboratively, we will explore how to transform our streets, secure better, cleaner and more accessible public transport services for Islington and improve air quality for residents. We will also electrify our fleet and encourage residents and local businesses to do the same by ensuring the appropriate infrastructure is in place.

#### **Sustainable Energy Generation and Supply**

Accelerate our development of smart energy networks in the borough: We will continue to deliver publicly-owned and innovative decentralised energy projects that deliver secure, reliable and affordable energy to residents. We will also install more solar PV panels and battery storage on our own buildings, and support residents and local businesses to do the same.

#### **Affordable Energy and Fuel Poverty**

Support residents in fuel poverty and increase access to fairer energy tariffs for all: We will continue to support residents in fuel poverty through SHINE. In addition, we will continue to grow Angelic Energy, London's first municipal energy company for over 100 years, through working alongside other local authorities and housing associations that share our ethos of fair energy tariffs for all. Finally, we will also focus on helping residents into work and other means of increasing their household income.

#### **The Green Economy & Planning**

Deliver on our net zero carbon target whilst assuring the economic success and vitality of our borough by working closely with the 18,800 businesses in the borough most of them small or micro-sized, including the creation of green jobs: We will ensure that our development and planning policies require growth and new developments meet the highest emissions reductions targets possible.

#### **The Natural Environment, Waste Reduction & Recycling and Carbon Offsetting**

Integrate our ongoing activities in recycling and reducing waste, offsetting carbon emissions and managing our natural environment: To ensure that these are coherent in our efforts to achieve net zero and help mitigate the risks from severe loss of biodiversity which will impact people, the economy and the environment.

### 3.8 **Identifying what the Council can do and what we need of others**

The Council will need to work with partners across the borough to deliver this strategy, and make representations to regional and national government to take action, including giving local authorities the necessary resources and legal powers.

The strategy sets out an overview of the sources of carbon emissions in Islington, identify the commitments that we as a council can make today and the actions required needed to eliminate or offset these emissions in the future.

We examine the challenges and risks that we face in attempting to meet the net zero carbon target by 2030 and what we could ask of regional and national government. In recognition of the scale of the challenge, proposed commitments and actions are categorised as:

- What the council can commit to immediately and actions we will take;
- What the council sees as potential commitments, but requires further investigation before committing to;
- What the council needs from others in order for the borough achieve net zero, including funding, powers and legislation

The council will particularly need the government to make significant and on-going funding, including capital grant funding in order to deliver our ambition for Islington. Specifically, the cost of retrofitting the council's housing stock to become both energy efficient and zero carbon in terms of energy is well in excess of what the Council can afford. This also applies to private housing and social housing provided by other organisations.

The Net Zero Carbon Strategy aims to incorporate key elements of these complementary strategies and initiatives and effectively act as the 'umbrella environmental strategy' for Islington thereby ensuring a coherent approach across all our services. These include the Air Quality strategy and the Waste Reduction & Recycling Plan.

The proposed commitments and actions are detailed in the draft Net Zero Carbon Strategy in Appendix 1:

- Residential buildings, Commercial & Industrial buildings and Infrastructure (pages 28 to 33)
- Transport (pages 34 to 38)
- Sustainable Energy Generation and Supply (pages 39 to 42)
- Affordable Energy and Fuel Poverty (pages 43 to 50)
- The Green Economy & Planning (pages 51 to 57)
- The Natural Environment, Waste Reduction & Recycling and Carbon Offsetting (pages 57 to 63)

### 3.9 **Engaging with Residents, businesses, Borough Partners, Regional and National Government**

Although the council has a leading role in delivering zero carbon emissions in Islington, we cannot deliver on the net zero carbon target on our own. We will need to work closely with residents and local businesses and community groups to enable and encourage them to help our borough achieve net zero.

The council will also have to play a leading role as the champion of Islington's residents and businesses at the local, regional and national level in order to push for the necessary powers and funding that will enable us to achieve our target.



Islington Council has long prioritised community engagement with our residents, local businesses and voluntary organisations, borough partner organisations including health and higher education partners and schools. We recognise how much our residents value their community and in our efforts to reduce carbon emissions and increase energy efficiency and we will continue to promote grass-roots level innovation. We also recognise that there is strong public support for addressing the carbon agenda, with local pressure pushing for faster decarbonisation.

The council will work with the partners across the capital including London Councils and the Greater London Authority (including Transport for London) and London Waste & Recycling Board (LWARB) in support of London-wide efforts to tackle climate change and to support Islington's vision.

### 3.10 **What the Council has achieved since the declaration**

Since the declaration was made in June 2019, the Council has continued to deliver a wide range of innovative strategies, services and initiatives to help eliminate emissions in the borough, to make Islington a fairer place for everyone.

Specifically, the following achievements have happened and full details of what the Council has done and achieved is shown in the draft Strategy in Appendix 1.

#### **Buildings**

- Preparing to engage with all private landlords to ensure awareness of and compliance with the Minimum Energy Efficiency Standards, which require all privately-rented homes to achieve an EPC rating of E or higher;
- Reviewing how gas can be phased out of our new build housing development programme.

#### **Transport**

- We have consulted on an ambitious Transport Strategy for the Borough which will be presented to Executive in May for adoption;
- Delivering two new School Streets to bring the total up to 13, more than anywhere else in the country, consulting on four more and agreeing funding for a further 17, bringing the total to 30 by the end of 2020/21;
- Continuing to electrify the Council's vehicle fleet, with nine new electric vehicles in operation and 15 on order;
- Installing a further 39 public electric vehicle charging points, taking the total to 190;
- Launching an innovative smart vehicle-to-grid charging system at the Town Hall;
- Working with TfL to make bus route 43 an all-electric service.

#### **Energy**

- Approaching completion of the Bunhill 2 energy centre, which will use warm air from the London Underground to supply heat to the Bunhill heat network, the first project of its kind in the world;
- Starting the pioneering GreenSCIES project to design a low-temperature, gas-free heat network in the south of the borough by harnessing waste heat.

#### **Natural Environment**

- Ordering 420 new trees to be planted by the end of March 2020, of which 105 have been planted to date

## Council Governance

- Requiring all Council decisions to consider environmental implications and the contribution they make to achieving a net zero carbon Islington by 2030

### 3.11 Collaboration across London

We have also been collaborating with other boroughs, 25 of which have also declared climate emergencies to date. London Councils have set up a Climate Emergency Working Group of officers that meets regularly to discuss strategy and opportunities to work together. The Transport and Environment Committee (TEC, composed of the relevant Executive Member from each borough), and London Environment Directors' Network (LEDNet) have also held meetings on the climate emergency. In November TEC and LEDNet issued a joint statement that identified six priority areas that boroughs will seek to prioritise and support delivery of, through meaningful collaboration with each other, wider partners, residents and the business community:

1. **Retrofit London:** Retrofit all domestic and non-domestic buildings to an average Energy Performance Certificate level of EPC B (2020–2030)
2. **Low-carbon development:** Secure low carbon buildings and infrastructure via borough planning (2022–2030)
3. **Halve petrol and diesel road journeys:** Halve road journeys made by petrol and diesel via combined measures that can restrict polluting journeys and incentivise sustainable and active travel options (2020–2030)
4. **Renewable power for London:** Secure 100% renewable energy for London's public sector now and in the future (2020–2030)
5. **Reduce consumption emissions:** Reduce consumption emissions by two thirds, focusing on food, clothing, electronics and aviation (2020–2030)
6. **Build the green economy:** Develop London's low carbon sector and green our broader economy (2020–2030)

3.12 In addition, we have made representations to other institutions by responding to government consultations on topics such as the Future Homes Standard, which proposes scrapping the ability of the GLA to set higher standards for new buildings in London and has proposed energy efficiency targets lower than the existing London ones.

## 4. Recent trends in carbon emissions in Islington

- 4.1 Data on Islington's carbon emissions is produced by the Department of Business, Energy and Industrial Strategy (BEIS) as part of a national dataset on emissions by local authority area. This dataset is updated annually, but due to the complexity of compiling the information, it is published two years in arrears – the latest data published in June 2019 goes up to 2017.<sup>2</sup> The dataset only looks at carbon dioxide and does not consider other greenhouse gases, such as methane.
- 4.2 The dataset breaks down the source of emissions into three main sectors; commercial and industrial, residential and transport. There is a further breakdown in each area, with the commercial/industrial and residential sectors split into emissions from gas, electricity use and other fuels, and the transport sector broken down into road classes, railways and other transport.
- 4.3 Prior to the declaration of a climate emergency in June 2019 and committing to an objective of becoming a net zero carbon borough by 2030, Islington Council had a target of reducing the carbon emissions of the borough by 40% between 2005 and 2020.

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<sup>2</sup> [UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2017](#)

4.4 According to the most recent data available from BEIS (2017), emissions had reduced by 39.8% compared to 2005, meaning that the 40% reduction has been virtually achieved, three years ahead of schedule. This is despite a 28% increase in population in the same period. As a result, per capita carbon emissions fell by 53%, reducing from 6.4 tonnes per person in 2005 to 3.0 tonnes per person in 2017. Both the total and per capita reductions are above the London and national averages.

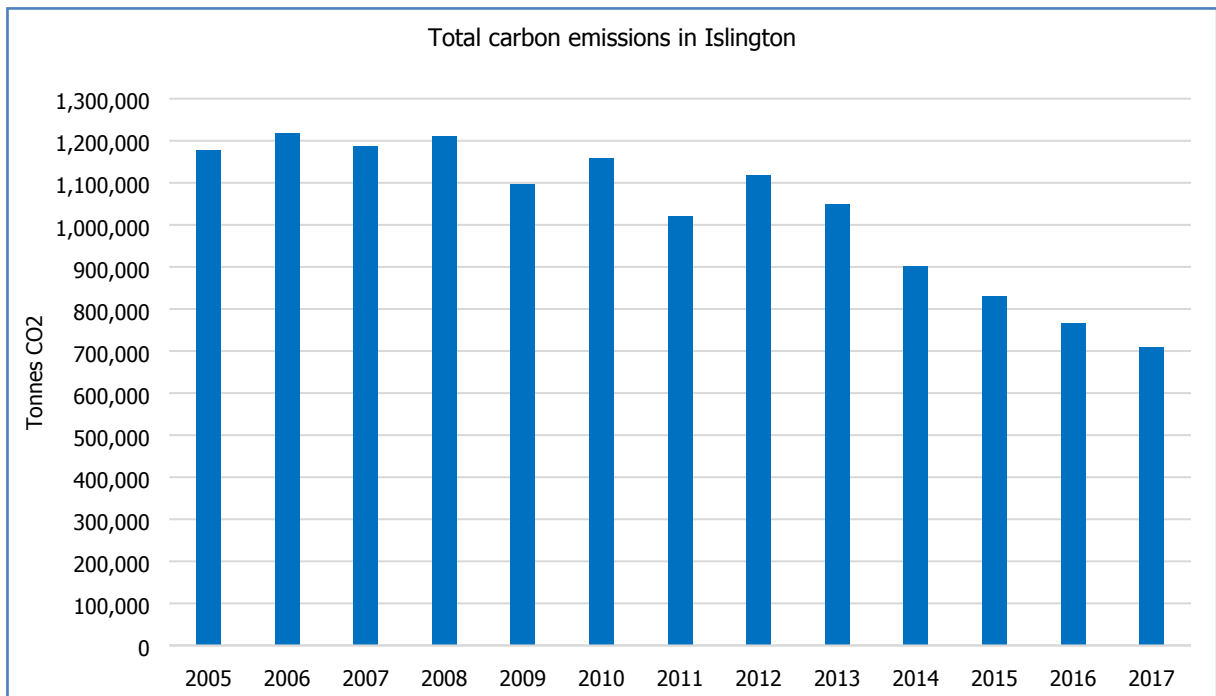


Figure 1: Total carbon emissions in Islington, 2005–2017

4.5 After a mixture of increases and decreases in the first seven years of the 2005-2017 period, emissions have consistently fallen since 2012. These fluctuations are strongly linked to the carbon intensity of the electricity grid, which has consistently reduced since 2012 following several years of fluctuations that tie in with those seen below.

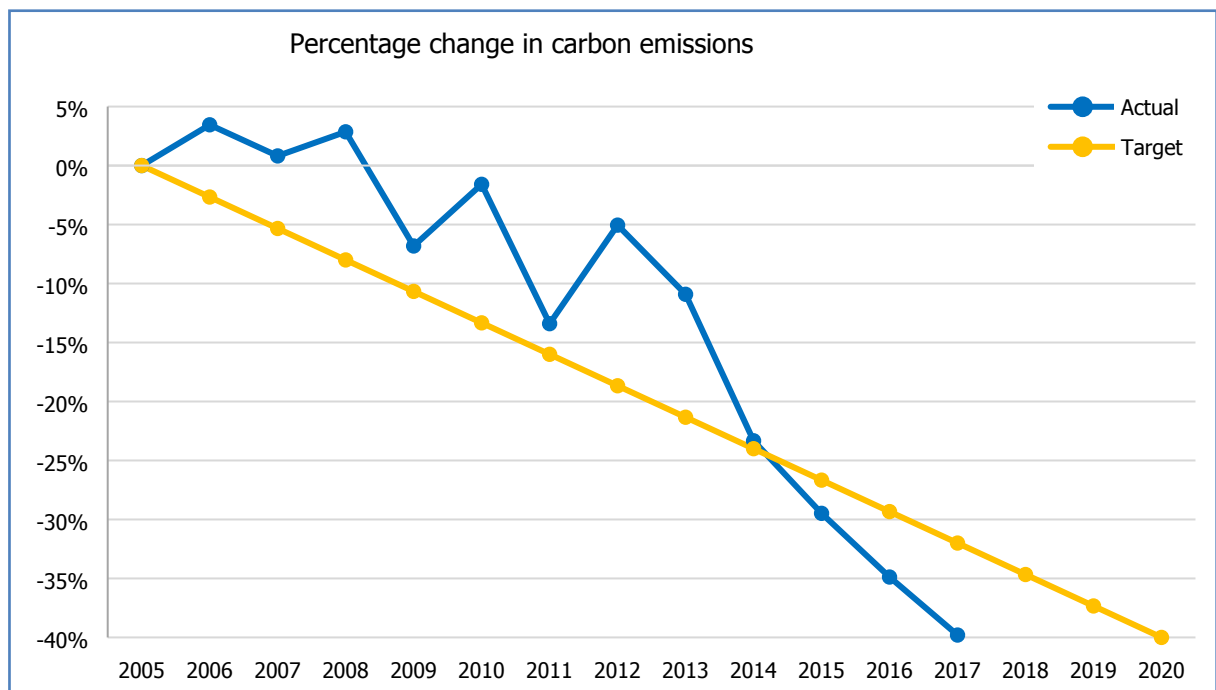


Figure 2: Percentage change in carbon emissions, 2005–2017

4.6 According to the 2017 figures, the commercial and industrial sector is the largest contributor to emissions in Islington, accounting for 48% of the total. Residential properties account for 36% and transport for 16%.

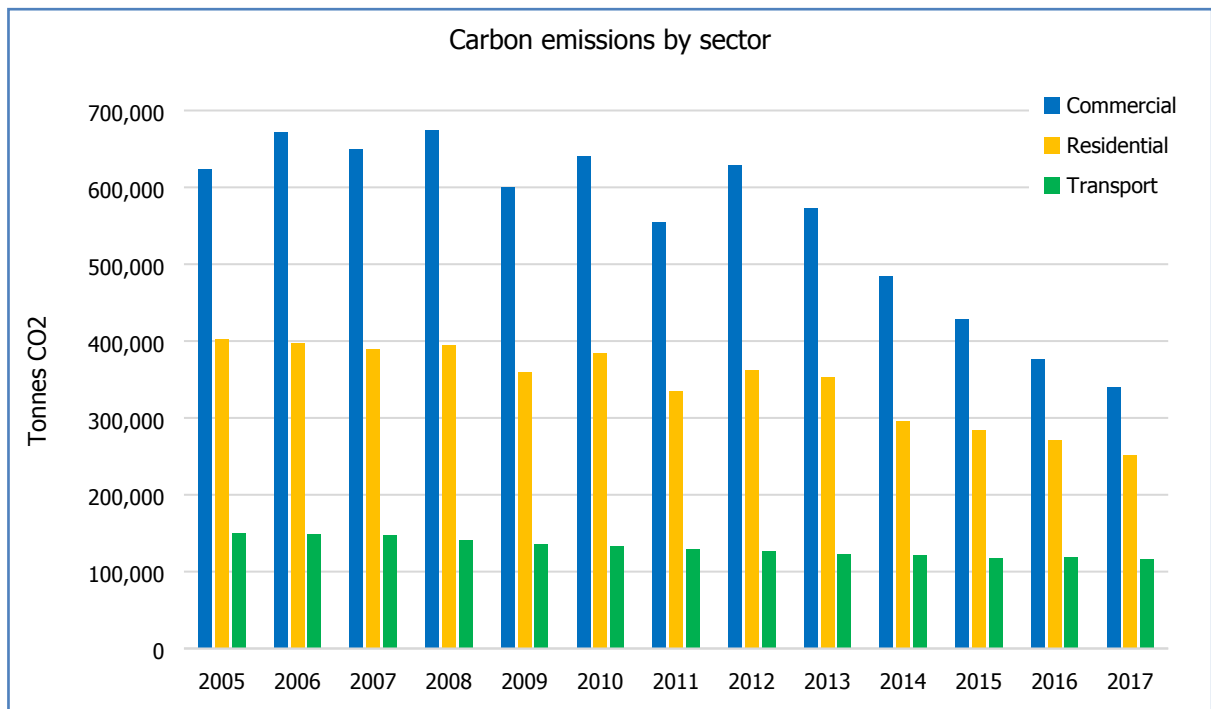


Figure 3: Carbon emissions by sector, 2005–2017

4.7 Carbon emissions reduced in all three sectors during the period 2005-2017, although at different rates; commercial and industrial emissions fell by around 46%, residential emissions by 37% and transport emissions by 23%.

4.8 Part of the reason for the differences between sectors is the rapid decarbonisation of the electricity grid, due to the increased amount of renewable energy (wind and solar) being produced in recent years. This has seen the carbon intensity of the grid reduce by 51% between 2005 and 2017, meaning that even if electricity consumption had remained static, electricity-related emissions would have fallen by 51%. Electricity accounts for a greater proportion of energy use in the commercial sector than in the residential sector, meaning that the former has seen a more significant drop in its emissions.

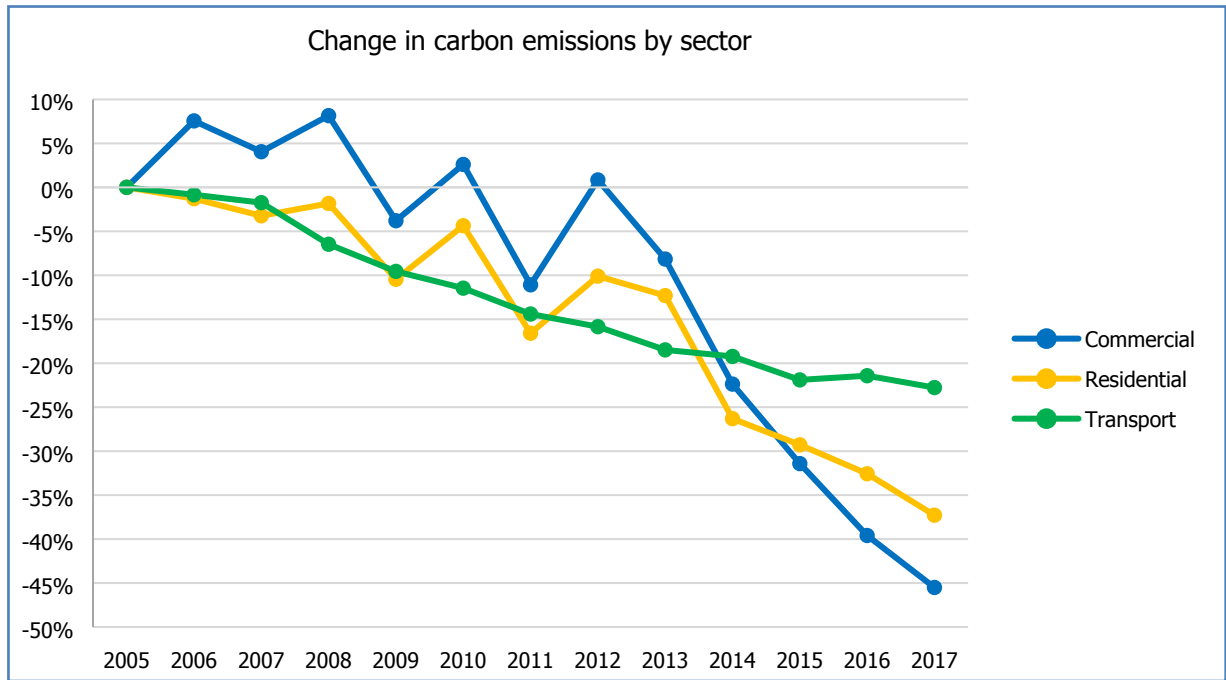


Figure 4: Change in carbon emissions by sector, 2005–2017

4.9 As shown below, electricity and gas-related emissions have decreased at different rates in the different sectors during the period in question (the figures in brackets in the axis are the proportion of carbon emissions in the sector). The 26% reduction in gas use in the residential sector is particularly notable given the 28% population increase, and is likely due to the significant number of insulation installations (the council insulated 12,500 of its own properties) and gas boiler upgrades.

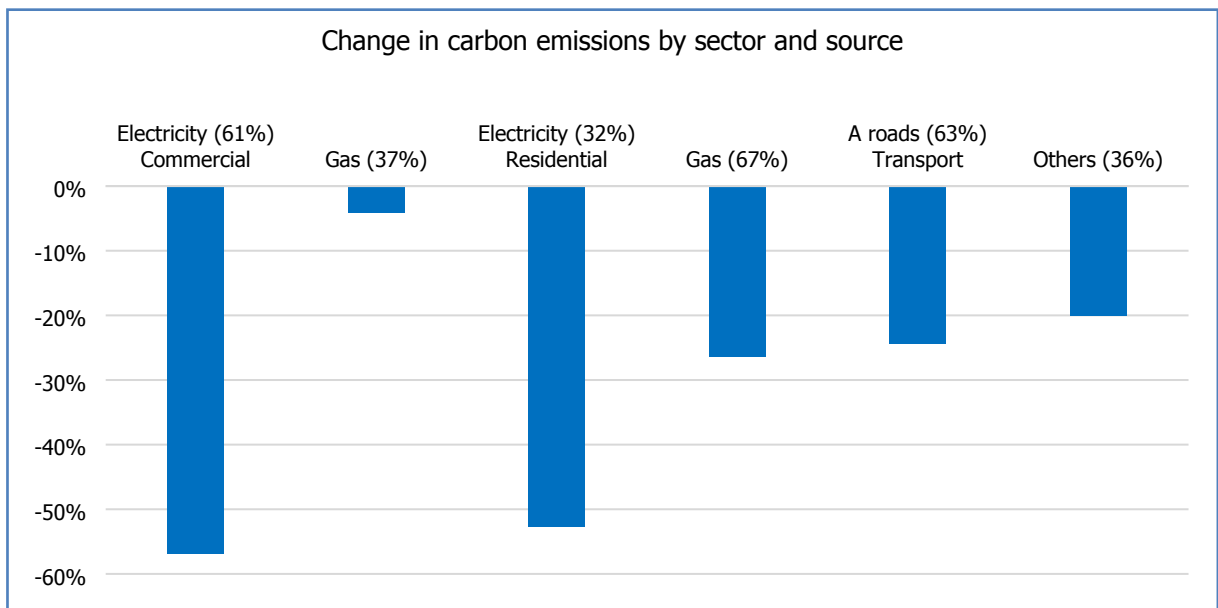


Figure 5: Change in carbon emissions by sector and source, 2005–2017

4.10 It is important to note that this data does not include consumption-related emissions, which are recorded in the area of production – their inclusion would mean double counting. However, we recognise that many of the goods consumed in Islington are imported from areas of the world that are not necessarily committed to taking the same level of action as the UK in reducing emissions. It also omits emissions related to waste (except in cases of incineration for electricity generation), shipping and aviation (due to the difficulty in assigning the national totals to districts). Similar to consumption-related emissions, these will also require consideration.

4.11 The graph below shows a theoretical emissions reduction trajectory required to reach zero emissions by 2030. Although the rate of reduction is similar to that seen in recent years, it will become progressively harder to achieve as gas boilers have to be replaced by electrical heating systems or district heating, and fossil fuel vehicles have to be removed from the road network. We are also reliant on continued grid decarbonisation to reduce electricity-related emissions.

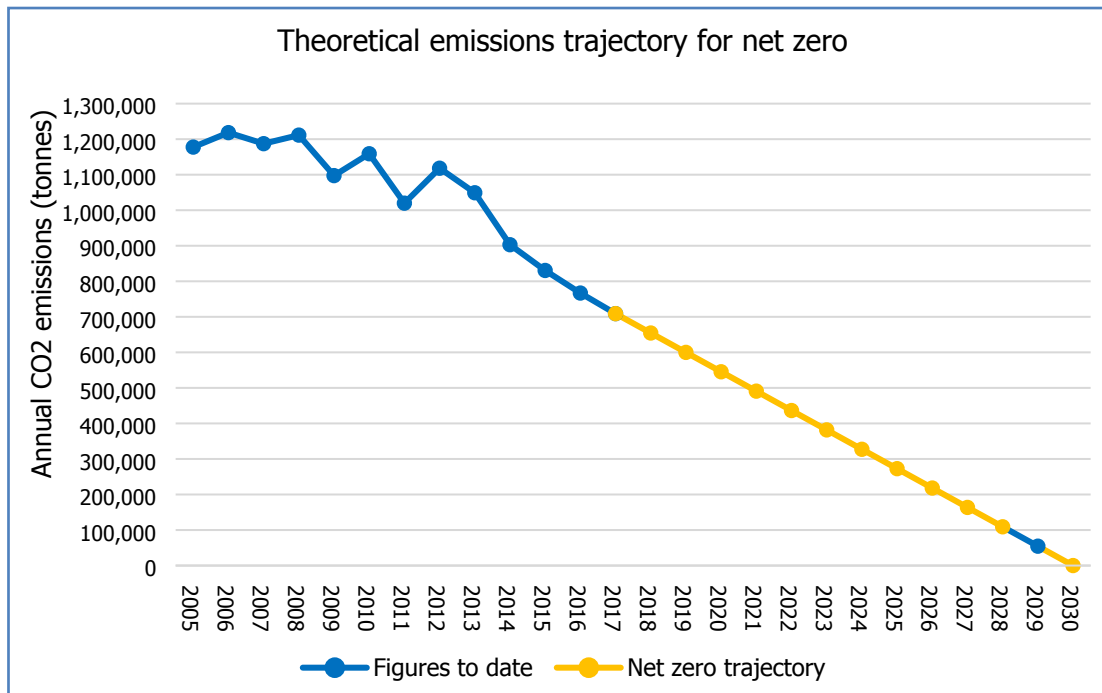


Figure 6: Actual and theoretical emissions reduction trajectory, 2005-2030

## 5. Evidence base

- 5.1 The data outlined in the previous section forms a major part of our evidence base for the emissions in Islington. However, we need additional data in several different areas in order identify the specific sources of emissions and understand how we can eliminate them. This section sets out the evidence base that will inform the council's Net Zero Carbon Strategy.
- 5.2 According to the 2017 dataset, annual carbon emissions from domestic properties in Islington totalled 252,335 tonnes, or 36% of the total emissions in the borough. This consisted of 170,028 tonnes from gas (67%), 80,288 tonnes from electricity (32%) and 2,019 tonnes from 'other' fuels (1%).
- 5.3 There are just under 103,000 homes in Islington of which around 25,000 are owned by Islington Council. The remaining 78,000 properties are owned by other registered social housing providers, private landlords or owner occupiers. Around 60% of Islington's housing stock was built before 1919, meaning solid-wall properties (which do not have cavities and are significantly more difficult and expensive to insulate) are very common.

### **Domestic emissions: Key statistics**

- Based on a sample of Energy Performance Certificate data, 75% of homes in Islington are heated by gas boilers, 12% by communal heating systems (likely almost all gas-fired), 13% by electric heating, 0.2% by LPG boilers and 0.02% by wood fuel.
- The council has just over 22,000 properties with gas-based heating systems; 17,787 tenanted properties have individual gas boilers and 4,268 estate properties connected to gas-fired communal or district heating.
- Over 8,000 of our properties currently heated by individual gas boilers have uninsulated walls.
- Our communal heating systems (which supply estates or blocks) created 13,363 tonnes of CO<sub>2</sub> emissions in 2018/19.
- The landlord electricity supply in our housing (for estate and corridor lighting and lifts) created 4,973 tonnes of CO<sub>2</sub> in 2018/19.
- In September 2019 there were only 353 registered solar panel installations in the borough, meaning Islington is ranked 371<sup>st</sup> of 380 local authority areas for the number of domestic solar panel arrays.

- 5.4 According to the 2017 dataset, the commercial and industrial sector (which includes the public sector) is the largest contributor to carbon emissions in Islington, accounting for 340,194 tonnes of carbon emissions a year, 48% of the borough's total. This consists of 206,655 tonnes from electricity usage (61% of the total), 126,119 tonnes from gas usage (37%), 7,371 tonnes from other fuels (2%) and 48 tonnes from large industrial installations and agriculture (0.01%).

### **Commercial and industrial emissions: Key statistics**

- In 2018 there were 18,780 businesses operating in the borough from 21,010 premises.
- Gas boilers are currently used to provide heating or hot water in 65 of the council's 116 non-domestic properties.
- Total carbon emissions from the council's corporate buildings in Islington – both electricity and gas – amounted to 5,037 tonnes in 2018/19.
- Emissions from the eight council-owned leisure centres in 2018/19 amounted to around 1,555 tonnes, although this was lower than usual due to Highbury Pool being closed for around half the year (2017/18 emissions were 1,629 tonnes).
- Emissions from the electricity used for council street lighting totalled around 1,240 tonnes in 2018/19
- In September 2019 there were 40 registered non-domestic solar panel installations in the borough, with Islington ranked 301<sup>st</sup> out of 380 local authority areas for the number of non-domestic arrays.

- 5.5 According to the 2017 dataset, transport in Islington accounted for 116,514 tonnes of carbon emissions annually, or 16% of the borough's total. Of this, 73,122 tonnes were from vehicles on A roads (63%), 42,327 tonnes from vehicles on minor roads (36%), 601 tonnes from diesel railways (0.5%) and 465 tonnes from other modes (0.4%), which include LPG vehicles and canal boats.

### **Transport emissions: Key statistics**

- In 2018 there were 36,275 cars, 3,076 good vehicles and 2,899 motorcycles registered to Islington addresses. Based on our parking permit data (which covers around 70% of the total vehicles), the split of cars by fuel type is 24% diesel and 76% non-diesel, of which just under 1% are thought to be zero emissions.
- During 2018/19 a total of 1,450,882 short stay parking permits were purchased, of which 796,346 (55%) were for diesel vehicles.
- The council has around 500 vehicles, of which 448 are diesel, 18 petrol, 3 CNG, 6 hybrid and 23 electric
- These vehicles used 1.05 million litres of fuel and 6.7 tonnes of CNG (compressed natural gas) in 2018/19, leading to CO<sub>2</sub> emissions of 2,726 tonnes.

## **6. The Net Zero Carbon Strategy timetable**

6.2 The planned timeline for delivery of the strategy is as follows:

9 March 2020: Draft presented at Environment & Regeneration Scrutiny Committee  
17 March 2020: Draft presented to Corporate Management Board  
20 March 2020: Public consultation begins  
24 April 2020: Public consultation ends  
18 June 2020: Final strategy presented at Executive for adoption

6.3 In addition to the public consultation in March-April, there will also be consultation with specific stakeholders, including activist and business groups. This engagement began on 19 February and is due to end on 9 March.

6.4 In the first year of the Strategy we plan to develop a Resident Engagement Plan. In the meantime, we will look at the ongoing governance arrangements for monitoring performance against the actions identified in the Strategy, including stakeholder and key partner engagement. Full details of this will be included in the final strategy.

## **7. Implications**

### **7.1 Financial implications:**

There are no financial implications arising directly from the report, however implementation of achieving net zero carbon over the 2020-2030 period will require significant revenue and capital investment that will require funding to be identified.

### **7.2 Legal Implications:**

There are no legal implications arising directly from this report. Legal advice and support will be provided as the council uses its various powers to develop and implement policies and projects to deliver its Net Zero Carbon Strategy. However the initial public consultation process needs to be started prior to the 'purdah' period associated with the GLA elections in May 2020 which starts on 23<sup>rd</sup> March 2020.

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

The aim of this strategy is to reduce Islington's carbon emissions to net zero by 2030 meaning that this is the single most important strategy in terms of environmental implications.

### **7.4 Resident Impact Assessment:**

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster



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

A Resident Impact Assessment will be carried out on the final Net Zero Carbon Strategy and will accompany it when the strategy is presented to Executive for adoption.

## 8. Reason for recommendations

- 8.1 To enable the draft net zero carbon strategy to progress to an initial stage of public consultation and stakeholder engagement prior

### Appendices

- Appendix 1: Draft Net Zero Carbon Strategy

Final report clearance:

#### Signed by:



19 February 2020

Councillor Rowena Champion, Executive Member  
for Environment and Transport

Date

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# Vision 2030: Creating a Net Zero Carbon Islington by 2030



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# Foreword

We know that Islington is a great place to live and work but we also know that it faces challenges, none more so than the immense challenge of providing a sustainable future for our children and grandchildren. By doing so, we will contribute to a sustainable future for the planet. If we need a reminder of how important this is we only need to listen the school children who come to the steps of the town hall as they ask us to take action.

This draft Net Zero Carbon strategy sets out our vision of a fair and green future for local people and our plan for a net zero carbon Islington by 2030. It builds on our work to make our borough a fairer place for everyone by helping with the cost of living and mitigating the inequalities exacerbated by climate change.

To achieve that future, we need central government to step up and provide adequate and sustained funding and a legislative framework which can help us to drive forward our ambition for a net zero carbon borough. After ten years of austerity, councils such as ours have little spare resources and we must get the support we need. Our housing retrofit programme alone demands funding which we can't raise. We need decarbonised electricity generation to stand any chance of meeting our commitments, which is only something central government can do.

The council has direct control over only 4% of the carbon emissions with indirect responsibility for about 4% as a landlord to about 25,000 properties. While we have a great responsibility to reduce our emissions, we must also lead the way in supporting local people, business and our other partners to reduce their impact.

I am immensely proud of our achievements over recent years, which include:

- Achieving a 39.8% reduction in borough-wide carbon emissions between 2005 and 2017, meaning we are on course to meet our 2020 target of a 40% reduction ahead of schedule despite a 28% increase in our population over the corresponding period.
- Setting up Angelic Energy, London's first municipal energy supplier for over 100 years, which now has approximately 3,500 homes on supply (69% of customers are Islington residents), including many people on lower incomes<sup>1</sup>.
- Launching the Bunhill Heat & Power Network, connecting Phase 1 (serving 600 homes, two leisure centres and four office blocks) to Phase 2, which is just about to be launched meaning that an additional 1,500 homes will be connected to an expanded network with waste heat provided from London Underground, the first project of its kind in the world.
- Each year helping over 5,000 vulnerable residents in Islington and beyond to stay warm and well through our award-winning fuel poverty referral scheme the Seasonal Health Intervention Network (SHINE).

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<sup>1</sup> Figures accurate as of 25 December 2019

- Cutting energy use for 2,900 vulnerable households by installing low-cost energy-saving measures through our Energy Doctor in the Home service.
- Winning Council of the Year at the Regional Energy Efficiency Awards for Greater London in 2018 and Council of the Year at the National Energy Efficiency Awards in 2019.
- Deciding to decarbonise our Pension Fund's investments by 2022, by reducing the fund's exposure to carbon emissions and reducing the fund's equities exposure to fossil fuel reserves.
- Launching the pioneering Carbon Offset Fund<sup>2</sup> in 2012, which remains the largest offset fund in London.
- Providing all residents with a comprehensive recycling service for a wide range of materials.
- Being amongst the first places to set parking permit charges based on vehicle emissions.
- Being the first borough to implement a parking permit surcharge for diesel vehicles and to call for diesel vehicles to be banned from London by 2025.
- Pioneering the low-emission neighbourhood at the City Fringe, banning all vehicles not classed as ultra-low emission during the peak morning and evening commuter periods.
- Introducing 13 'School Streets', restricting traffic outside schools during drop off and pick up time.
- Cleaning up the council vehicle fleet and working with Transport for London to ensure buses in Islington are clean.
- Introducing 170 electric vehicle charging points, with over 400 electric charging points planned to be in place by 2022.
- Introducing electric vehicles and trialling a range of low emissions vehicle technologies to reduce our fleet emissions.
- Investing in energy efficiency measures at the Sobell Leisure Centre and Islington Tennis Centre, delivering significant reductions in cost and carbon emissions

In response to this climate emergency, we as the council are taking the lead but we need you to help us achieve our ambitions together. We will be asking you for your ideas on

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<sup>2</sup> <http://www.energyforlondon.org/islington-establish-new-carbon-offset-fund/>

our Net Zero Carbon Strategy and on how to go forward to engage local people and our Islington-based businesses and organisations to come up with a vision for Islington 2030 in which we all play our part.

**Councillor Rowena Champion**

**Executive Member for Environment and Transport**

# Introduction

On 27 June 2019, a motion declaring a Climate Emergency was unanimously supported at a meeting of the full council. This motion committed the council to working towards making Islington net zero carbon by 2030.

At the London level, in November 2019 the London Environment Directors' Network (LEDNet) and the Transport and Environment Committee (TEC) issued a joint statement that identified six priority areas that boroughs will seek to prioritise and support delivery of, through meaningful collaboration with each other, wider partners, residents and the business community:

1. Retrofit London: Retrofit all domestic and non-domestic buildings to an average level of EPC B. Programme timescale: 2020 – 2030.
2. Low-carbon development: Secure low carbon buildings and infrastructure via borough planning. Programme timescale: 2020 – 2022.
3. Halve petrol and diesel road journeys: Halve road journeys made by petrol and diesel via combined measures that can restrict polluting journeys and incentivise sustainable and active travel options. Programme timescale: 2020 – 2030.
4. Renewable power for London: Secure 100% renewable energy for London's public sector now and in the future. Programme timescale: 2020 – 2030.
5. Reduce consumption emissions: Reduce consumption emissions by two thirds, focusing on food, clothing, electronics and aviation. Programme timescale: 2020 – 2030.
6. Build the green economy: Develop London's low carbon sector and green our broader economy. Programme timescale: 2020 – 2030.

The council will need to work with partners across the borough to deliver this goal, and make representations to regional and national government to urge them to take action, including giving local authorities the necessary resources and legal powers.

In this strategy, we set out an overview of the sources of carbon emissions in Islington, identify the commitments that we as a council can make today and the actions required needed to eliminate or offset these emissions in the future.

We examine the challenges and risks that we face in attempting to meet the net zero carbon target by 2030 and what we could ask of regional and national government. Throughout the document we categorize our actions and commitments into three sections:



1. What the council can commit to immediately and actions we will take
2. What the council sees as potential commitments, but requires further investigation before committing to
3. What the council needs from others in order for the borough achieve net zero, including funding, powers and legislation.

Given the wide scope of our ambitions, this strategy incorporates the council's commitments from other strategies thereby ensuring a coherent approach across all our services.

The latest figures published by the Department of Business, Enterprise and Industrial Strategy (BEIS) show that carbon emissions in 2017 for Islington as a borough were 708,982 tonnes<sup>3</sup>, representing a reduction of almost 40% since 2005. However, the latest annual carbon emissions from the council's own operations and buildings only amounted to approximately 69,000 tonnes<sup>4</sup>. Despite the council's own carbon footprint being less than 5% of the overall borough's, we believe that the council is in a strong position to influence carbon reduction in our borough, using a range of techniques, measures and powers.

The required collaboration with our borough partners, the Mayor of London, the GLA and Transport for London presents a genuine opportunity. The government has to take decisive action to provide local authorities with the powers and resources required, whilst putting in place legislation and funding to ensure that businesses, landlords, the education, health, energy and waste sectors, transport providers and the motor and haulage industries can all play their part in achieving net zero carbon by 2030. This new target is even more ambitious than our previous of a 40% reduction in emissions and will require an immediate and sustained acceleration of our decarbonisation agenda. Our strategy builds on our past achievements and sets out our vision, aims and objectives between now and 2030. During this period, we will intensify our efforts and focus on six priorities:

**1. Residential buildings, Commercial & Industrial buildings and Infrastructure**

**Improve the energy efficiency and reduce the level of carbon emissions of all buildings and infrastructure:** We will continue our work on the insulation of properties and seek ways of converting heating systems away from gas where possible. In doing so we will work with borough partners such as schools and colleges, universities and the NHS to support them to reduce carbon emissions from their estates.

**2. Transport**

**Reduce emissions in the borough from transport:** We will reduce vehicular emissions by encouraging walking, cycling and public transportation. By working collaboratively, we will explore how to transform our streets, secure better, cleaner

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<sup>3</sup> <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2017>

<sup>4</sup> Figure taken from council internal carbon emissions records for 2018

and more accessible public transport services for Islington and improve air quality for residents. We will also electrify our fleet and encourage residents and local businesses to do the same by ensuring the appropriate infrastructure is in place.

### **3. Sustainable Energy Generation and Supply**

#### **Accelerate our development of smart energy networks in the borough:**

We will continue to deliver publicly-owned and innovative decentralised energy projects that deliver secure, reliable and affordable energy to residents. We will also install more solar PV panels and battery storage on our own buildings, and support residents and local businesses to do the same.

### **4. Affordable Energy and Fuel Poverty**

#### **Support residents in fuel poverty and increase access to fairer energy tariffs for all:**

We will continue to support residents in fuel poverty through SHINE. In addition, we will continue to grow Angelic Energy, London's first municipal energy company for over 100 years, through working alongside other local authorities and housing associations that share our ethos of fair energy tariffs for all. Finally, we will also focus on helping residents into work and other means of increasing their household income.

### **5. The Green Economy & Planning**

#### **Deliver on our net zero carbon target whilst assuring the economic success and vitality of our borough by working closely with the 18,800 businesses in the borough, most of them small or micro-sized:**

We will ensure that our development and planning policies require growth and new developments meet the highest emissions reductions targets possible.

### **6. The Natural Environment, Waste Reduction & Recycling and Carbon Offsetting**

**Integrate our ongoing activities in recycling and reducing waste, offsetting carbon emissions and managing our natural environment:** To ensure that these are coherent in our efforts to achieve net zero and help mitigate the risks from severe loss of biodiversity which will impact people, the economy and the environment.

This draft Net Zero Carbon Strategy complements several other key council policies and strategies, including:

- Draft Islington Transport Strategy 2019-2041<sup>5</sup>
- Air Quality Strategy (2019-2023)<sup>6</sup>
- Draft Islington Biodiversity Action Plan
- Transport Strategy: Local Implementation Plan (2011-2031)<sup>7</sup>

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<sup>5</sup> <https://www.islington.gov.uk/consultations/transport-strategy>

<sup>6</sup> <https://www.islington.gov.uk/energy-and-pollution/pollution/air-quality/air-quality-strategy>

<sup>7</sup> <https://www.islington.gov.uk/~media/sharepoint-lists/public-records/environmentalprotection/businessplanning/plans/20122013/20120530lipmaindocument.pdf>

- Housing Strategy 2014-2019<sup>8</sup>
- Housing Asset Management Strategy 2013-2043<sup>9</sup>
- The London Environment Strategy<sup>10</sup>
- Islington's Waste Reduction and Recycling Plan 2018-2022<sup>11</sup>
- Islington Joint Health and Wellbeing Strategy 2017-2020<sup>12</sup>
- Other policies for a green borough.<sup>13</sup>

Our timetable for adoption of this draft Net Zero Carbon Strategy will commence with a public consultation in early 2020 prior to adoption.

Following adoption, the council has agreed to hold an additional annual meeting of the Environment & Regeneration Scrutiny Committee to focus on tackling the climate emergency. This annual meeting shall be in addition to the many other opportunities that residents will have to share their views on our response to the climate emergency. In conjunction with this, our Zero Carbon Working Group shall monitor and report on progress on a quarterly basis and develop detailed action plans where necessary.

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<sup>8</sup> <https://www.islington.gov.uk//~/media/sharepoint-lists/public-records/housing/businessplanning/policies/20142015/20140603housingstrategy20142019>

<sup>9</sup> <https://www.islington.gov.uk//~/media/sharepoint-lists/public-records/housing/information/adviceandinformation/20132014/20130816housingassetmanagementstrategy20132014>

<sup>10</sup> <https://www.london.gov.uk/what-we-do/environment/london-environment-strategy>

<sup>11</sup> [www.islington.gov.uk/recycling-and-rubbish/recycling/waste-reduction-and-recycling-plan-2018-2022](http://www.islington.gov.uk/recycling-and-rubbish/recycling/waste-reduction-and-recycling-plan-2018-2022)

<sup>12</sup> <https://democracy.islington.gov.uk/documents/s9717/Islington%20Joint%20Health%20and%20Wellbeing%20Strategy%20-%20Draft%20for%20consultation.pdf>

<sup>13</sup> Tree policy <https://www.islington.gov.uk//~/media/sharepoint-lists/public-records/planningandbuildingcontrol/information/adviceandinformation/20192020/20190920islingtontreepolicy1.pdf>  
Residential environmental health <https://www.islington.gov.uk//~/media/sharepoint-lists/public-records/publichealth/teammanagement/collaboratetopublish/20152016/20151207housingandhealththeroleofenvironmentalhealthofficers>

Housing strategy action plan <https://www.islington.gov.uk//~/media/sharepoint-lists/public-records/housing/businessplanning/policies/20142015/20140602housingstrategyactionplan20142019>

Islington core strategy and local plan etc.

[https://www.islington.gov.uk/planning/planning-policy/local\\_plan\\_review](https://www.islington.gov.uk/planning/planning-policy/local_plan_review)

## Islington's Vision

The UK government set a statutory target in the 2008 Climate Change Act to reduce UK greenhouse gas (GHG) emissions by 80% from 1990 levels by 2050. In 2015 the UK committed to keeping emissions well below 2°C by signing up to the Paris Agreement of the United Nations Framework Convention on Climate Change.

The Intergovernmental Panel on Climate Change (IPCC)'s Special Report on Global Warming of 1.5°C, published in October 2018, sets out the impacts of global warming of 1.5°C above pre-industrial levels with available scientific, technical and socio-economic evidence. Due to historic GHG emissions, the globe is set to warm significantly, with wide-ranging impacts as a result.

Following a recommendation by the UK Committee on Climate Change (CCC), the UK legally amended the target in June 2019 to reduce all GHG emissions to net zero by 2050.

Human pressures on the world's ecosystems and natural resources and the changing climate have also resulted in a serious threat to our biodiversity, with nature eroding at unprecedented rates.

The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) published its Global Assessment Report on Biodiversity and Ecosystem Services in May 2019, warning of the severe loss of biodiversity and how this will impact people. Climate change and large-scale biodiversity loss need to be tackled simultaneously and are both critical in ensuring human wellbeing, economic viability and the functioning of the natural world.

In response to clear scientific evidence and consensus on climate change, and rising public concerns, Islington Council declared a Climate Emergency in June 2019, giving a clear commitment to adopt the final version of the Strategy at, or before, the Executive meeting on 18th June 2020.

We believe that the best way to tackle the perils of climate change is to build a clean and green borough that leaves none of our residents behind. The availability and use of clean, affordable energy for our residents is central to this.

We will need to build infrastructure, retrofit energy inefficient homes, increase access to fair energy tariffs and build low carbon energy networks. We need to make sustainable transport accessible and appealing.

Islington Council is in a strong position to lead the response to the climate emergency; however, residents, businesses, public sector and borough partner organisations, regional and national government must play a very active part in turning this vision into reality.

Our vision is thus:

“Creating a clean and green Islington in response to the Climate Emergency.”

This net zero carbon strategy sets out how we will reach our net zero target and what we will gain: energy efficient homes, affordable green electricity, lower energy costs, cleaner air and streets free of harmful emissions.

To date we have already made significant strides towards this vision:

- We have already begun reducing carbon emissions in the borough and have achieved our target to reduce carbon emissions in Islington from 2005 levels by almost 40 per cent, two years ahead of the 2020 deadline.
- As a landlord, building owner and fleet manager, we as a council are committed to further decreasing carbon emissions from the built environment and future developments.
- We’ve worked hard to reduce energy consumption and costs through schemes such as Angelic Energy, which supplies renewable energy at a low cost to 3,500<sup>14</sup> households across London.
- We’ve also been working on delivering a healthy, safer and more accessible transport environment, highlighted in our new transport strategy. Accomplishing this involves working closely with businesses to figure out ways that freight can maintain access to buildings without having as much impact during peak road times.
- We’ve also begun taking steps to ‘decarbonise’ the council’s pension fund by reducing any investments in fossil fuels and the fund’s exposure to carbon emissions by 2022.

We acknowledge that many elements of achieving our objectives are outside the control of the council. As a result, much of our efforts will be directed towards influencing and actively lobbying the relevant parties at regional and national level.

## What will success look like?

In order to have created a net zero Islington, the following will need to have happened:

- Emissions from gas boilers and vehicles are eliminated
- Buildings in the borough are as energy efficient as possible
- Renewable heat and power generation in the borough is maximised

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<sup>14</sup> Figures accurate as of 25 December 2019

- Any remaining electricity needs are sourced from certified renewable or zero carbon sources
- Any outstanding emissions are offset through carbon sequestration and other methods
- Residents are net zero carbon literate and adept in how to reduce their utility bills.

# Glossary

<b><u>Term</u></b>	<b><u>Definition</u></b>
Angelic Energy	An Islington Council-owned non-profit energy company that is specifically focused on reducing prices for residents and ensuring the terms are easy to understand.
Carbon Emissions	Any process that produces CO <sub>2</sub> emissions, usually by burning fossil fuels.
Carbon Neutral	The aim of having no carbon dioxide emissions produced. If any are produced, they are offset by carbon reducing processes.
Carbon Offset Fund	A fund that collects from developers that fail to meet emission targets on new developments. This money is then used to support carbon reduction projects in Islington.
Carbon Offsetting	Reducing emissions or capturing carbon in one sector in order to allow for another sector to still produce emissions.
Carbon Sequestering	Capturing carbon through long-term storage methods. The easiest of these is to plant more trees, which capture carbon through their leaves.
Climate Emergency	A declaration stating that Islington Council will prioritise a net zero carbon future, setting the target of meeting this by 2030.
Decarbonisation	The process of removing all energy sources that produce carbon emissions from the energy grid.
ECO Funding	Energy Company Obligations scheme, set up by the government to contribute to energy saving measures. The funds are provided by major energy companies to installations that cut carbon emissions.
Energy Doctor	Members of the energy advice team who visit residents' homes for free. They provide many services such as helping with heating controls and fuel bills to fitting radiator reflectors and draught proofing.
Energy Efficiency	The amount of useful energy produced per unit of fuel. The more energy produced or used, the higher the energy efficiency. For example, loft insulation keeps the useful hot air in the home, increasing the energy efficiency of the building.
Energy Strategy	The overall plan devised by Islington Council to improve energy efficiency whilst also reducing carbon emissions and fuel poverty.
EPC Rating	Energy Performance Certificate is a rating scheme to assess the energy efficiency of a building, with A being the most efficient and G being the least.
EV	Electric Vehicle. Any vehicle powered through recharging at an electrical point.
Fuel Poverty	The ability of a household to afford their energy needs without compromising their basic needs.
Global Warming/Climate Change	The process by which the earth is heating up due to an increase of greenhouse gases trapping heat from the sun, warming the earth.
Greater London Authority (GLA)	The regional governance body of London.

Green Energy	Any energy source that does not produce a high amount of carbon dioxide emissions, preferentially producing none at all.
Green SCIES	Green Smart Community Integrated Energy Systems. A project with the aim of creating a communally owned energy grid, with a specific emphasis on green energy sources.
Heat Network	Also known as district heating; a system for distributing heat generated in a centralised location through a system of insulated pipes for residential and commercial heating requirements such as space heating and water heating.
Heat Pump	The most energy efficient form of electric heating available. Heat pumps operate by transferring heat from a cold space (e.g. outdoors) and releasing it into a warmer one.
Hydrogen Fuel Cell	An energy source that converts hydrogen and oxygen into water and electricity; it does not produce any carbon emissions.
ICEF	Islington Community Energy Fund. Aimed at supporting community projects that reduce carbon emissions and benefit Islington residents, with emphasis on helping those struggling with fuel poverty.
ISEP	Islington Sustainable Energy Partnership. A network of public and private organisations with the aim of collectively managing energy costs and reducing carbon emissions.
LED lighting	Light Emitting Diode. A more energy efficient form of lighting when compared to standard bulbs. They do not get as hot and release more of their energy as light.
Low Carbon Energy	Any energy source that does not produce a high amount of carbon dioxide emissions, preferentially producing none at all.
MEES	Minimum Energy Efficiency Standard. Regulations that require a minimum energy efficiency in domestic private rented buildings.
Net Zero Carbon	The aim of having no carbon dioxide emissions produced, and if any are produced, that they are offset by carbon capturing processes.
PPM	Pre-payment meters, a pay-as-you-go system for energy supply. The resident pays for energy before they use it, usually by adding money to a key or a smart card which is then inserted into the meter. This is usually the most expensive way to buy electricity.
RHI	Renewable Heat Incentive. A government scheme that subsidises the installation of domestic and commercial heat pumps.
Scope 1 Emissions	Direct emissions that occur locally from activities such as burning gas in boilers to heat homes and businesses or petrol/diesel vehicle emissions.
Scope 2 Emissions	Indirect emissions that occur from using electricity generated in another location, i.e. from the electricity grid where the emissions could be from coal or gas-fired power stations that supply electricity to homes and businesses in Islington.
Scope 3 Emissions	Emissions that are related to consumption and are recorded at the point of production of the goods e.g. emissions caused by the manufacture of vehicles outside of Islington.
SHINE	<b>S</b> easonal <b>H</b> ealth <b>I</b> ntervention <b>N</b> etwork. A network of public, private & charity sector groups such as the NHS and the Welfare Rights Team.



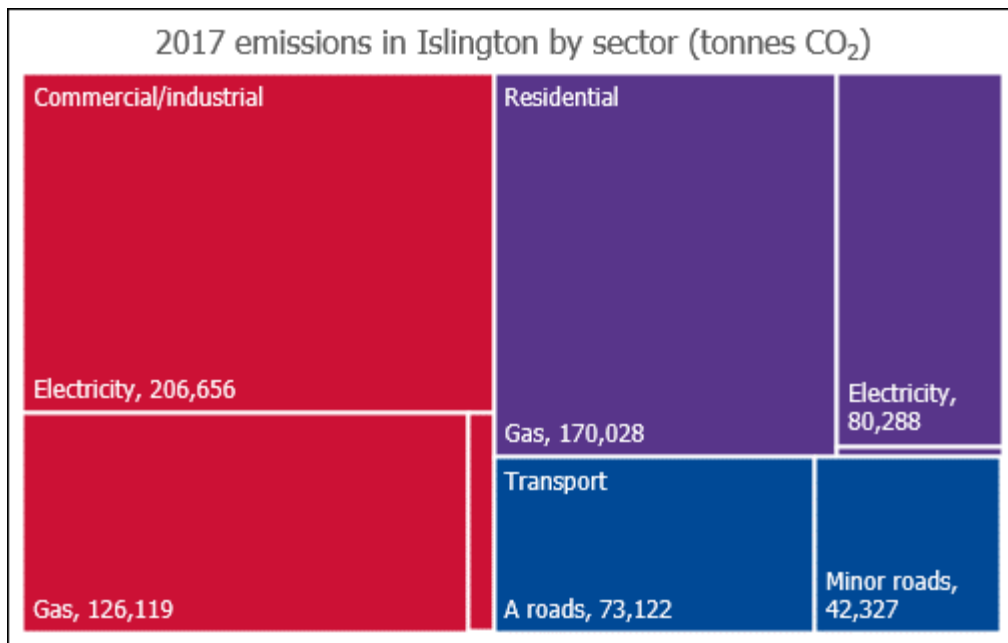
	They provide a broad range of health and welfare services with the aim of reducing fuel poverty. These range from help with bills and energy debt to safety checks from the Fire Brigade.
Smart Meter	A device that records energy use and sends the data to the energy supplier. This allows the supplier to have more accurate information which allows for more accurate bills.
Solar PV Panels	Solar photo-voltaic panels convert light from the sun into electricity as a form of green energy.
Social Value	The <a href="#">Public Services (Social Value) Act</a> came into force on 31 January 2013. It requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.
Zero Carbon Working Group	A cross-service group of council officers that will report and monitor on our progress towards the net zero 2030 target. This group will work very closely with external stakeholders such as community groups and public and private sector partners.

# Defining Net Zero Carbon

The data on Islington’s carbon emissions is produced by the Department of Business, Energy and Industrial Strategy (BEIS) as part of a nationwide dataset of carbon emissions by local authority area.

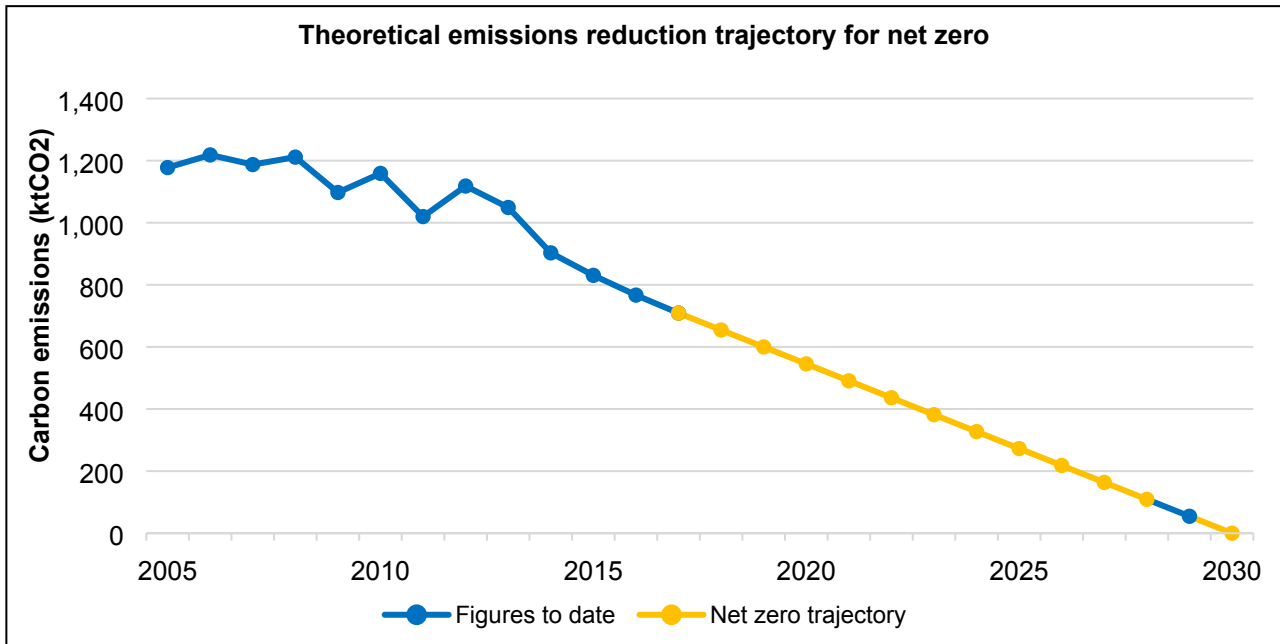
The data is updated annually two years in arrears – the latest data published in June 2019 goes up to 2017<sup>15</sup>. The data also only looks at carbon dioxide and does not consider other greenhouse gases such as methane.

The figures are broken down by source of emissions: Commercial and Industrial, Residential, and Transport. Within each of these the figures are broken down even further, with Commercial and Industrial and Residential split into emissions from gas, electricity use and other fuels, and Transport broken down into road classes, and railways.



Islington’s carbon emissions by sector in 2017.

<sup>15</sup> [UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2017](#)



Actual and theoretical emissions reduction trajectory, 2005-2030.

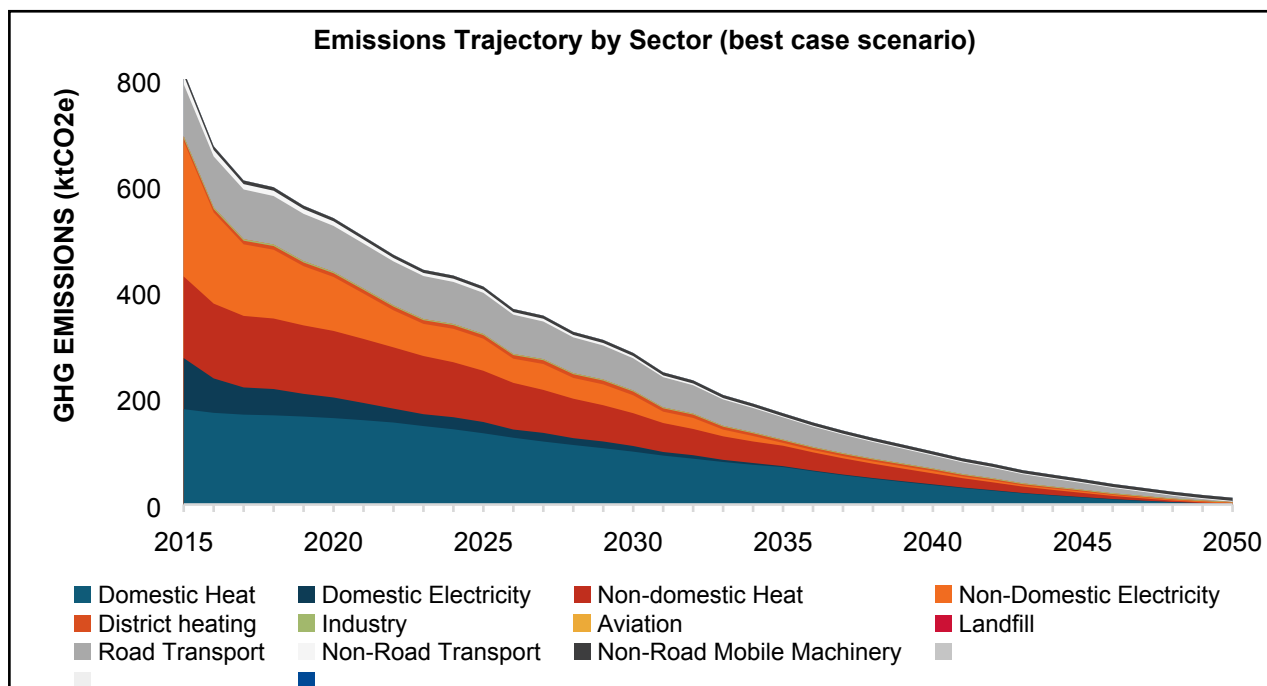
These emissions come from two types of sources. The first is direct emissions that occur locally from activities such as burning gas in boilers or petrol or diesel in vehicles and plant equipment; these are classified as Scope 1 emissions. The second is indirect emissions from using electricity generated in another location, where the emissions will be from coal or gas power stations that supply electricity to Islington; these are Scope 2 emissions.

It is important to note that the data does not include consumption-related emissions (Scope 3), as these are recorded in the area of production of the goods in question. As a result, inclusion of Scope 3 emissions would mean double counting – for example, the emissions related to the production of a washing machine made somewhere in the UK would be included in the figures for that local authority area rather than the area where the machine was purchased. However, we recognise that many of the goods consumed in Islington are imported from areas that are not necessarily committed to taking the same level of action as the UK in reducing emissions. Therefore, we have also looked at how the council can influence consumption within the borough.

Emissions from shipping and aviation are excluded from the figures due to the difficulty in assigning the national totals to districts. However, similar to consumption-related emissions, these also require consideration in our efforts.

## Overarching strategy

Achieving the net zero carbon target will mean reducing Scope 1 and 2 emissions as far as possible and offsetting any remaining emissions. With this in mind, our ability to generate renewable energy locally is constrained by a number of factors including history, location, lack of open spaces and age of building stock. This means it is highly unlikely that our renewable energy needs could be met within the borough. As a result, we will be reliant on importing renewable energy from outside the borough.



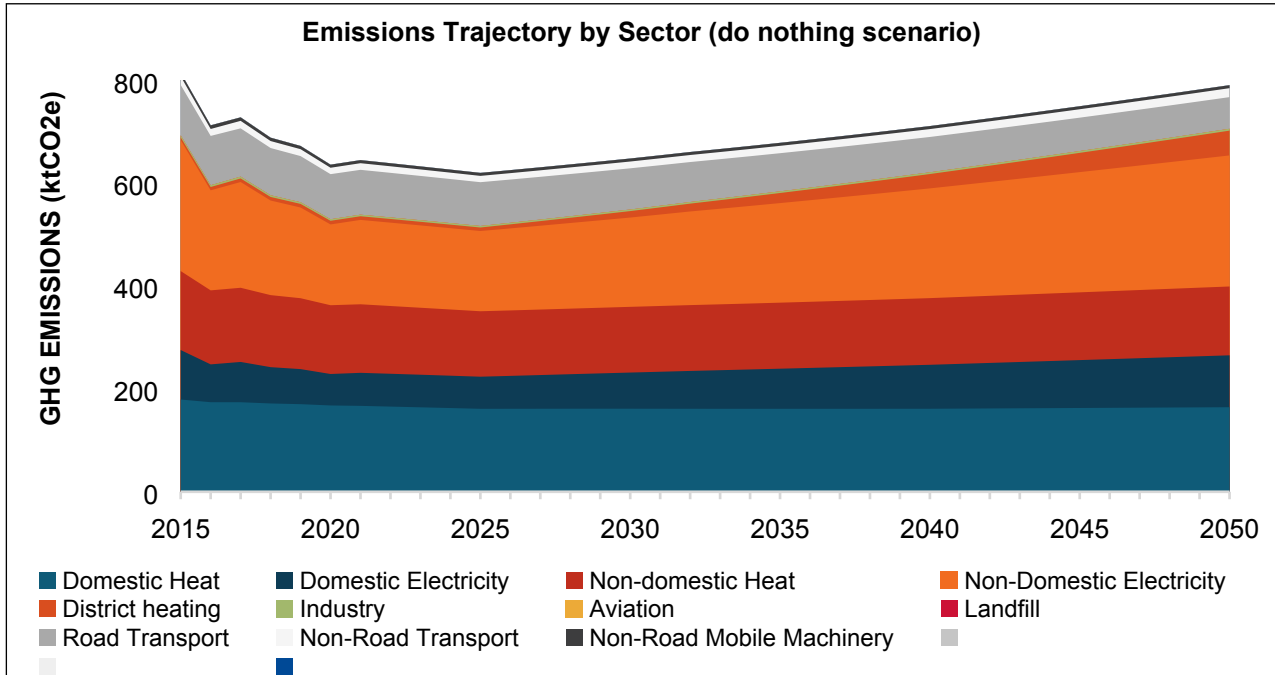
Islington emissions by sector over period 2005–2050 based on the most optimistic scenario of electrification of heat, retrofit and electricity grid decarbonisation. Source: GLA<sup>16</sup>

It is important to note that our plans are heavily reliant on the increased decarbonisation of the electricity grid. Although the electricity grid has heavily decarbonised since 2005, it is expected that by 2030 for every kilowatt hour of electricity consumed, 48g of CO<sub>2</sub> will still be emitted<sup>17</sup>.

Although green gas (bio-methane) is available for industrial and commercial customers, it is in short supply and it is unlikely that there would be sufficient volumes to replace natural gas at the current scale of demand by 2030. For the purposes of this strategy, we have therefore assumed that green gas is unlikely to be a viable option for residential properties, and that it should be seen as an option of last resort in commercial properties.

<sup>16</sup> <https://data.london.gov.uk/dataset/london-s-zero-carbon-pathways-tool>

<sup>17</sup> National Grid Future Energy Scenarios, July 2018, p97



Islington emissions by sector over period 2005–2050 based on the do nothing scenario. Source: GLA<sup>18</sup>

### **Offsetting**

We acknowledge that eliminating carbon emissions in Islington is a huge challenge, and that even with our best efforts there will likely be residual emissions. This is where our actions related to offsetting carbon emissions, by sequestering carbon dioxide from the atmosphere<sup>19</sup>, will be required.

The simplest method of achieving this is by tree planting. According to a 2019 report by Forest Research<sup>20</sup>, the average mature oak or London Plane tree stores three tonnes of carbon (equivalent to 11 tonnes of CO<sub>2</sub>). However, we need to consider the annual sequestration – i.e. how much carbon a tree absorbs each year to offset the carbon dioxide being produced by human activity.

The amount of carbon sequestered changes as trees mature, with young trees absorbing less than 5kg (18kg CO<sub>2</sub>), and mature trees anywhere between 20 and 60kg (73-220 kg CO<sub>2</sub>). After the mature phase, some trees see an increase in their sequestering and others a decrease<sup>21</sup>. Islington’s own tree stock sequesters an average of 10.8 kg of carbon a year.

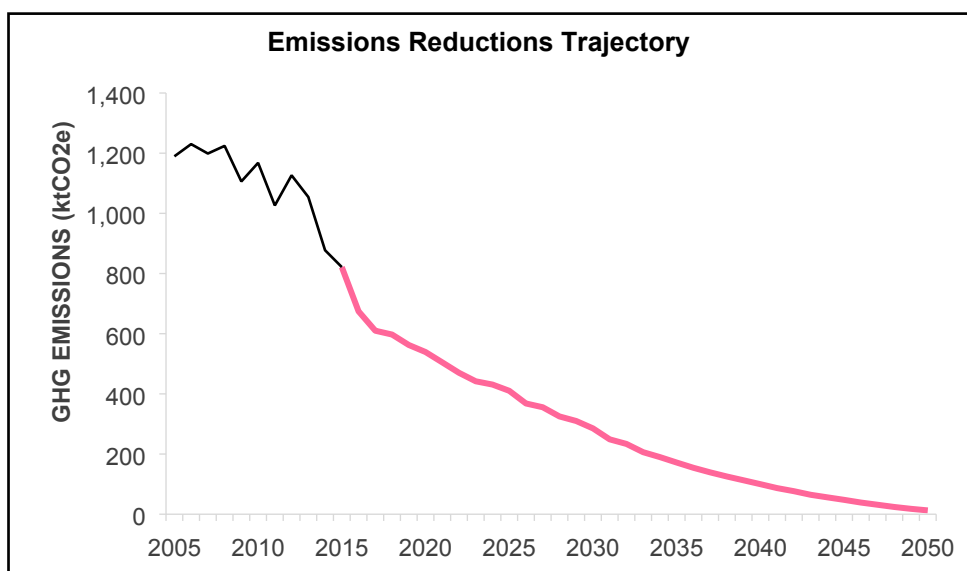
<sup>18</sup> <https://data.london.gov.uk/dataset/london-s-zero-carbon-pathways-tool>

<sup>19</sup> The removal of carbon dioxide from the atmosphere and long-term storage of it in some form.

<sup>20</sup> Ecosystem services delivery by large stature urban trees

<sup>21</sup> 'Young' is defined as a tree at 0-17% of its maximum size/age, semi-mature at 17-33%, 'mature' at 33-67%, over-mature at 67-83% and veteran at 83-100%.

Based on the GLA’s Zero Carbon Pathway tool<sup>22</sup>, even in the most optimistic scenario (high electrification of heat, maximum levels of building retrofit and the national electricity grid decarbonising to achieve the 2 degrees target), there will still be residual emissions of around 285,000 tonnes per annum (see figures below) by 2030. Based on the average sequestration of Islington’s tree stock, this would require over seven million trees to offset the borough’s outstanding emissions, an implausible figure.



Islington emissions during the period 2005–2050 based on the most optimistic scenario of electrification of heat, retrofit and electricity grid decarbonisation.

To put this into context, Islington currently has around 32,000 trees in areas managed by the council<sup>23</sup>. However, as the most densely populated district in the UK, there is limited space for the council to carry out more planting in the borough. We as a borough shall therefore have to look at other forms of offsetting e.g. investing in renewable generation but within and outside of Islington. Nevertheless, in accordance with our soon to be published Biodiversity Action Plan, we shall ensure that any tree planting to offset carbon emissions will be done in a way that enhances biodiversity.

<sup>22</sup> <https://data.london.gov.uk/dataset/london-s-zero-carbon-pathways-tool>

<sup>23</sup> 13,000 on housing sites, 11,000 on highways and 8,000 in parks

## **Collective action**

Islington Council is only directly responsible for around 4% of the borough's emissions, with around another 4% coming from boilers in homes of council tenants. Therefore, it will not be enough to rely solely on the council to take all of the action necessary. Becoming a net zero borough will need each and every one of us to take action – residents, businesses, public bodies and the third sector.

As the principal agency for Islington, the council will lead by example in decarbonising its own housing, buildings and fleet. We will also have to enable and encourage other sectors to follow suit – this will mean leading a movement for change amongst our residents and businesses and provide them with support through the transition.

Eliminating our carbon emissions will have hugely positive side effects for issues like air quality, but we must also be aware of unintended consequences, particularly with respect to mobility or fuel poverty.

This section sets out some of the possibilities open to us to achieving a net zero carbon borough whilst at the same time highlighting the risks and challenges that we face.

## **Challenges and risks**

There are numerous challenges in achieving a net zero borough by 2030. The table below sets out a brief summary of these key challenges, as well as the risks that may seriously impact on the goal of achieving net zero or be inadvertently caused by the drive to do so.

<b>Challenges &amp; Risks</b>	
<b>Challenge, Risk</b>	<b>Description</b>
Fuel poverty	<ol style="list-style-type: none"><li>a. Electrical heating systems are generally more expensive than gas-fired heating with the market for the former not well-developed, meaning that replacement of gas boilers with electric heating must be accompanied by improved insulation in order to mitigate the risk of fuel poverty.</li></ol>
Finance	<ol style="list-style-type: none"><li>a. Scale of costs required and lack of available funding from the council.</li><li>b. Little funding available from regional and national government.</li><li>c. Lack of finances on part of social housing landlords, private landlords, owner-occupiers, businesses and third sector organisations.</li><li>d. Increased running costs for the council through procuring good and services on zero carbon basis.</li></ol>

	<ul style="list-style-type: none"> <li>e. Council income affected by reduction in number of cars in borough.</li> </ul>
Lack of direct control	<ul style="list-style-type: none"> <li>a. The majority of properties in the borough are owned by organisations or individuals over whom the council does not have the power to require them to switch to zero carbon heating and power or insulate their properties to a higher standard.</li> <li>b. The capacity of the local electricity grid would need to be increased to support a shift to electric-based heating systems and vehicle charging.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>a. Proposals for external wall insulation in certain areas and locations will not be acceptable under current planning rules.</li> <li>b. Installation of solar panels in some cases will require planning permission in conservation areas and on flat roofs.</li> </ul>
Staff capacity	<ul style="list-style-type: none"> <li>a. Scale of zero carbon activities requires significant increase in number of council staff at a time when the council's budget is still shrinking due to Government cuts.</li> </ul>
Local electricity grid capacity	<ul style="list-style-type: none"> <li>a. The capacity of the local electricity grid would need to be increased to support a shift to electric-based heating systems and vehicle charging.</li> </ul>
Technology availability	<ul style="list-style-type: none"> <li>a. Achieving a net zero carbon borough by 2030 is reliant on there being viable alternatives to current fossil fuel-based technology.</li> <li>b. The technology used for new homes must be thoroughly tested, theoretically and then on actual schemes.</li> </ul>
New and existing buildings	<ul style="list-style-type: none"> <li>a. Space constraints in the council's new build programme can limit the use of certain low carbon technologies.</li> <li>b. Strong collaboration between the council's teams, facilities managers and occupiers will be essential.</li> <li>c. Funding-related challenges</li> </ul>
Equality considerations	<ul style="list-style-type: none"> <li>a. Some changes – particularly in the area of transport – risk affecting protected groups e.g. electric mobility cars do not become available as rapidly as standard vehicles.</li> <li>b. Certain technologies may pose other problems e.g. air source heat pumps can potentially dump heat on neighbouring properties during the warm summer months.</li> <li>c. Many of the council's remaining inadequately insulated buildings are extremely difficult to insulate.</li> </ul>
Regional and national policies	<ul style="list-style-type: none"> <li>a. Many of the policies required to help Islington to become a net zero carbon borough are set at the regional (London) or national level and as such are beyond the council's control.</li> <li>b. A relaxation of energy efficiency standards for new buildings, Minimum Energy Efficiency Standard or the withdrawal of support for electric vehicles or heat pumps would adversely impact our net zero carbon efforts.</li> <li>c. The decarbonisation of public transport in Islington is dependent on external organisations such as TfL.</li> <li>d. Failure of Government to ensure the rail network is electrified will mean continued travel of diesel trains through the borough.</li> </ul>



## Funding and Resources

In recent years, the council has invested significantly in measures that reduce carbon emissions from transport, infrastructure and buildings in the borough. These include:

- £200,000 on school streets
- £4m on new LED street lighting
- £7.7m on transport projects that encourage active travel or use of public transport
- £200,000 on Community Energy Fund grants
- £16.3m on Bunhill II, a new energy centre using waste heat from the London Underground to heat nearby homes. This follows on from the £4m the council invested in Bunhill I.
- £150,000 on LED replacement schemes at the Town Hall and Waste Recycling Centre
- £923,000 on new electric vehicles and charging infrastructure for our fleet
- £39,000 on insulation in our housing
- £120,000 on upgrading lighting in our housing to LED
- £232,000 on our Warmth on Prescription scheme and Energy Doctors, which install energy saving measures in homes of vulnerable residents; the total annual savings to residents since 2016 from these measures are over £200,000
- An allocation of £100,000 to the Energising Small Business Fund, which gives grants to small businesses in the borough to reduce their energy consumption
- Spending £1.395m a year funding the teams whose work reduces carbon emissions, including Energy Services, Environmental Health and Transport Planning.

The council also has significant spending commitments in the immediate future to continue our decarbonisation work. These include:

- Committing £1.5 million for providing the electrical connection necessary to allow for the electrification of the council's fleet at the main depot. We have also put forward a £1.5 million match funding bid from the Mayor's Good Growth Fund for this project
- A further £3.5m for transport projects that encourage active travel or public transport for 2020/21 and 2021/22
- A further £1.3m for new electric vehicles in 2019/20
- A further £300,000 for school streets by April 2021
- £1.2m to continue our Warmth on Prescription and Community Energy Fund schemes.

Islington was one of the first councils to establish a dedicated Carbon Offset Fund in 2014. Since then we have raised £11m of funding to deliver carbon reduction projects, of which £2.5m has been spent and £7m allocated to projects, some of which are included in the list above. We anticipate receiving a further £3m between 2019 and 2021.

The council currently spends around £20.4m a year on collecting waste and £9.3m a year on disposing of waste generated in the borough.

The council will need to develop business cases for investment in order to reduce carbon emissions. We will also look how services are currently configured to ensure that we maximise annual budgets to reduce our carbon impact.

The council will particularly need the government to make significant and on-going funding, including capital grant funding in order to deliver our ambition for Islington. Specifically, the cost of retrofitting the council's housing stock to become both energy efficient and zero carbon in terms of energy is well in excess of what the Council can afford. This also applies to private housing and social housing provided by other organisations

Given the above, the overwhelming responsibility for funding falls on the shoulders of the Government and so the council will seek to maximise the amount of external grant and project funding we receive from the GLA and the Government to support the delivery of the strategy. This will include bidding for funding on behalf of residents, business and partner organisations where the council is eligible to apply. We will also explore alternative funding opportunities, such as community municipal bonds and crowdfunding.

## Engaging, Empowering and Partnering Others

Although the council has a leading role in delivering carbon emissions in Islington, we cannot deliver on the net zero carbon target on our own. We will need to work closely with residents and local businesses and community groups to enable and encourage them to help our borough achieve net zero. This will include working with stakeholders to address their emissions related to aviation and consumption, even though these two sectors are not included in the overall emissions figures.

The council will also have to play a leading role as the champion of Islington's residents and businesses at the local, regional and national level in order to push for the necessary powers and funding that will enable us to achieve our target.

Islington Council has long prioritised community engagement with our residents, local businesses and the third sector. We recognise how much our residents value their community and in our efforts to reduce carbon emissions and increase energy efficiency we will continue to promote grass-roots level innovation. We also recognise that there is strong public support for addressing the carbon agenda, with local pressure pushing for faster decarbonisation.

The council is committed to engaging and involving residents, commercial organisations, businesses, borough partner organisations including the voluntary sector; health and higher education partners, schools; the Greater London Authority (including Transport for London) and National Government Departments and agencies.

The council will work with the partners across the capital including London Councils (including London Environment Director's Network), the Greater London Authority (including Transport for London) and London Waste & Recycling Board (LWARB) in support of London-wide efforts to tackle climate change and to support Islington's vision. For example, we will explore how to encourage small businesses who provide circular economy services to see what opportunities exist for Islington.

The council will investigate developing the Islington Sustainable Energy Partnership (ISEP) overseeing the borough's zero carbon strategy.

In addition, the council will use existing business fora and networks to discuss how to collectively understand and tackle issues faced by businesses.

We will also work with local environmental organisations to help us both engage with stakeholders and help to deliver changes required.

We are keen to engage with residents and so we will explore establishing zero-carbon themed events such as citizen assemblies to have the conversation. The aim of this will be to co-design our approach to achieve the required changes. Alternative funding models referred to above may also provide future opportunities to engage residents, such as crowdfunding for specific zero-carbon projects.

The council's commitment to producing a zero carbon Supplementary Planning Document (SPD) will also include a public consultation process.

Some examples of how the council has successfully partnered with residents, community groups and businesses include:

- Since inception, ICEF has awarded over £240,000 to a number of community-led initiatives including:
  - A local housing cooperative to install solar PV panels to generate electricity, making all communal lighting LED, installing electric vehicle charge points, and putting in battery storage to use all energy generated
  - A local church to install battery storage to and radiant heat panels, which will allow small areas of the church to be heated for community and play groups
  - An adventure playground has been given a grant to purchase solar-powered toy car kits to help the children learn how solar power works. Their parents built and installed larger solar panels for an outdoor summer house.
- Launched the Energising Small Business Fund<sup>24</sup>, offering grants of up to £1,500 to small businesses in the borough for energy efficiency improvements, including new LED lighting and boiler replacements.
- Completed the Green Light North London energy efficiency advice project, which saw almost 60 organisations in Islington given advice on how they could reduce their energy consumption.
- Participated in the Solar Together London programme<sup>25</sup>, a group buying scheme which led to the installation of 27 new solar PV arrays totalling 55 kWp, and saving an estimated 16 tonnes of CO<sub>2</sub> a year.

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<sup>24</sup> <https://www.islington.gov.uk/business/energy-services/energy-efficiency-grants-for-small-businesses>

<sup>25</sup> <https://www.london.gov.uk/what-we-do/environment/energy/solar-together-london>

- Set up the Islington Sustainable Energy Partnership (ISEP)<sup>26</sup>, which has helped its members cut their carbon emissions by over 31,000 tonnes and saved an estimated £6.7m in energy costs.

We are mindful that alongside the above, the council will need to do more to effect the behavioural change that will be required to meet today's challenges. In addition to this, we shall do more to work with businesses and third sector organisations to build on the successful efforts of ISEP.

ISEP members collectively account for over 15% of the borough's commercial carbon emissions. The council will therefore make it a priority to bring together residents, businesses and other organisations to work on community-led energy efficiency initiatives that will reduce our carbon footprint.

Our Zero Carbon Working Group will engage directly with our residents and businesses and will help with drafting the detailed action plans that these external stakeholders shall require in achieving the net zero carbon target. Through the Zero Carbon Working Group, we plan to launch a Net Zero Carbon Islington 2030 campaign that will empower and educate our communities to embark on a carbon reduction pathway.

Some of the immediate actions we intend to take as part of our commitment to engage widely include:

- Raise awareness amongst our public sector partners, e.g. the NHS, the Metropolitan Police and higher and further education institutions, on the importance of this priority and support them to look at their own operations.
- Ensure that our residents' and local businesses' interests are firmly represented in the Zero Carbon Working Group's action plans.
- Continue to deliver the Community Energy Fund and Energising Small Business Fund for local organisations.
- Refresh the focus of ISEP towards our borough-wide zero carbon partnership efforts.
- Educate our residents and businesses on low carbon food supply and other activities that are linked to the reduction of our energy consumption.
- Engage with schools through their head teacher, school business manager and premises manager forums, as well as school governor meetings.

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<sup>26</sup> <http://isep.org.uk/islington-sustainable-energy-partnership-about-us-2/>

- Engage with schools Green Teams or Eco Teams where they exist.
- Support residents and businesses in maximising how much they can recycle or compost by providing sufficient facilities.
- Install public drinking fountains that reduce the need for plastic consumption and promote the Refill Scheme<sup>27</sup> more widely.
- Encourage a repair and reuse economy by supporting the use of washable nappies by offering subsidies, holding regular give and take events for baby clothes and other clothes swaps, supporting reuse schemes such as Bright Sparks<sup>28</sup> and creating low plastic zones such as that in Cowcross Street<sup>29</sup>.
- Increase uptake of solar PV on domestic and commercial properties by promoting the Solar Together scheme to residents and local businesses.
- Quickly scale up successful pilots through the use of external funding such as the Mayor's £500 million Energy Efficiency Fund (MEEF)<sup>30</sup> to help bring about a significant reduction in residents' energy bills and carbon emissions in the borough.
- Increase ISEP membership, particularly amongst small businesses and third sector organisations.
- Develop an educational resource for residents at the Bunhill Energy Centre so residents can learn more about the system which powers their homes.
- Explore how we can provide a green and cheaper electricity tariff for businesses through Angelic Energy.
- Set up a Community Energy Hub to encourage knowledge sharing for businesses and the local community – a shared space for the dissemination of information and practical advice, the sharing of ideas and the development of practical projects.
- Promote a sharing society by encouraging the roll-out of communal washing machines and dryers in both social and private residential buildings and rally residents to participate in garden and DIY tool sharing schemes.
- Set up a web portal for residents to make their own climate emergency declarations.

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<sup>27</sup> <https://refill.org.uk/>

<sup>28</sup> Bright Sparks repair and sell second-hand electronics and furniture and offer furniture reuse collections

<sup>29</sup> <https://www.islington.media/news/islington-council-launches-bid-to-create-londons-first-low-plastic-zone>

<sup>30</sup> <https://www.amberinfrastructure.com/our-funds/the-mayor-of-londons-energy-efficiency-fund/>

Other commitments we can make will require us to work with stakeholders outside of the borough including Government:

- Investigate how we can employ innovative financial instruments such as community municipal bonds to fund onsite generation schemes.
- Advocate for financial measures that can reduce the cost of climate action, e.g. VAT reduction on energy efficiency measures.
- Partner with our suppliers in order to generate Social Value by focusing on the energy consumption of our supply chains.

# Priority 1: Residential buildings, Commercial & Industrial buildings and Infrastructure

## Why is this important?

Buildings are the largest source of carbon emissions in Islington, generating 84% of all emissions according to the 2017 dataset. Commercial and industrial buildings (which includes the public sector) are the largest single contributor to carbon emissions in our borough and account for 340,194 tonnes of carbon emissions a year, 48% of the borough's total. This consists of 206,655 tonnes from electricity usage (61% of the total), 126,119 tonnes from gas usage (37%), 7,371 tonnes from other fuels (2%) and 48 tonnes from large industrial installations and agriculture (0.01%).

Residential buildings account for a further 252,335 tonnes, or 36% of total emissions. This consists of 170,028 tonnes from gas (67%), 80,288 tonnes from electricity (32%) and 2,019 tonnes from 'other' fuels (1%)<sup>31</sup>.

Energy efficiency, also a key driver of fuel poverty, plays a part. The lower the energy efficiency of a home, the higher the amount of fuel that is required to heat the home adequately (at least 18°C<sup>32</sup>). In many cases this means higher overall fuel costs than should be necessary.

90% of all fuel poor households in England are living in a household band D or below using the Fuel poverty Energy Efficiency rating (FPEER), compared with just 10% of households in band A-C<sup>33</sup>. A BEIS study found that households with insulated cavity walls are least likely to be in fuel poverty (7.5%) compared to 16.8% for households with uninsulated solid walls<sup>34</sup>.

These figures highlight just how important a factor insulation is in the fight against fuel poverty. Islington statistics from 2017 show that households living in properties built between 1900 and 1918 were most likely to be fuel poor (18.6% of households). This is compared to just 4.1% of fuel poor households in dwellings built post-1990. In Islington, there are approximately 9,300 households in fuel poverty, based on 2017 figures<sup>35</sup>.

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<sup>31</sup> Likely to be largely wood fuel

<sup>32</sup> [The Cold Weather Plan for England \(2018\)](#) suggests heating your home to at least 18°C in winter poses minimal risk to your health when you are wearing suitable clothing.

<sup>33</sup> [Annual Fuel poverty Statistics in England 2019 \(2017 data\)](#) FPEER is like SAP, but accounts for the impacts of policies which discount households' energy bills (e.g. Warm Home Discount.)

<sup>34</sup> <https://www.gov.uk/government/statistics/fuel-poverty-detailed-tables-2019>

<sup>35</sup> <https://www.gov.uk/government/statistics/sub-regional-fuel-poverty-data-2017>



In simple terms, in order to eliminate carbon emissions from our buildings, we will have to:

1. Replace gas heating and cooking facilities with electric alternatives
2. Maximise the energy efficiency of buildings through insulation and retrofit of fittings like lighting
3. Maximise on-site renewables (this is addressed in Priority 3, Sustainable Energy Generation and Supply).
4. Purchase any remaining electricity needs from renewable sources.

Looking at the types of buildings in Islington, there are around 103,000 homes in Islington (of which around 25,000 are owned by Islington Council)<sup>36</sup> and 21,010 business premises<sup>37</sup>. As 60% of our housing stock was built before 1919<sup>38</sup>, solid walled properties are very common. These buildings offer the greatest challenge for retrofit efficiency measures and in many cases, the most effective option for raising the energy efficiency of these properties is external wall insulation. However, this will be a challenge as 50% of the borough is classed as conservation area.

If we are to achieve the net zero ambition for council housing and our corporate buildings, gas boiler systems will need to be replaced by either an electric form of heating via heat pumps or a connection to a heat-pump-fed district heating network. Buildings will have to be made more efficient – with at least EPC rating of B – through wall and roof insulation, energy efficient fittings such as LED lighting and the installation of renewables. Our new build properties will have to be gas-free from the start.

In addition to taking action on our own corporate and housing stock, the council will need to encourage and enable the owners of domestic and commercial properties to take the same actions to eliminate their carbon emissions and achieve the same targets.

## What we've done

Between 2013 and 2019 we achieved several successes related to energy efficiency in both council and private buildings:

- Replaced over 1,000 low grade boilers (rated F and G) in social and private tenant homes and started a Low Standard Assessment Procedure (SAP)<sup>39</sup> boiler

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<sup>36</sup> [Live tables on dwelling stock \(including vacant\)](#)

<sup>37</sup> [Islington's Labour Market Profile](#)

<sup>38</sup> [Housing Strategy 2014–2019](#), p35

<sup>39</sup> <https://www.gov.uk/government/consultations/public-consultation-on-proposals-to-amend-the-standard-assessment-procedure-sap>

replacement scheme to replace 100 boilers a year (ahead of scheduled replacement) in the council's lowest SAP-rated properties until 2020/21.

- In the last year alone, helped SHINE clients achieve cost savings of £207,213 through 8,560 interventions covering Energy Doctor home visits, Warm Home Discount<sup>40</sup> referrals and fuel debt relief.
- Carried out energy efficiency improvements in 1,646 households and 19 businesses and community buildings over the last 12 months, saving an estimated 1,443 tonnes of CO<sub>2</sub> and £360,000 a year.
- Converted almost all 11,350 streetlights in the borough to LED versions, saving the council around £400,000 per year.

## What we'll do

Between 2020 and 2030, we will carry out a number of initiatives to eliminate the use of fossil fuels and increase energy efficiency in buildings:

What the council can commit to immediately and actions we will take

- Prepare detailed feasibility studies for eliminating the carbon footprint of our larger housing estates.
- Complete a comprehensive review of how our new build programme can meet the net zero carbon target whilst improving quality, liveability, thermal comfort, maintainability, fuel poverty, and end user experience.
- Phase out gas boilers in new build by 2025 with development schemes being identified to pilot alternatives to gas and develop a clear and approved net zero carbon design strategy across a range of building types.
- Test new approaches between now and 2030 to ensure that the council's net zero carbon requirements are properly incorporated throughout all design stages.
- Ensure 100% of electricity procured by the council is from certifiable renewable sources.
- Connect our communally-heated buildings to district heat networks where possible.

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<sup>40</sup> <https://www.gov.uk/the-warm-home-discount-scheme>

- Increase resident access to low carbon heat by enabling and supporting private property owners to connect to these networks.
- Begin replacing gas boilers in the council's corporate properties with electrical heating or connections to heat networks and improve energy efficiency through insulation and lighting replacements.
- Complete our first EnerPHit<sup>41</sup> refurbishment, one of the most stringent and integrated standards available internationally for energy retrofits.
- Maximise the efficiency of council housing communal equipment e.g. lighting and lifts e.g. through use of LED lighting and insulation of heating system pipework.
- Restart our hard-to-insulate programme on the council's remaining properties that still require such insulation.
- Work with landlords of commercial and domestic properties, through our HMO licensing function, to ensure that their properties are compliant with the Minimum Energy Efficiency Standards (MEES) when they grant a new tenancy to new or existing tenants, including encouraging landlords to upload a copy of their EPC when applying for a licence.
- Proactively enforce the Minimum Energy Efficiency Standards for all other privately-rented housing and commercial buildings through our Trading Standards team.
- Implement new technology such as the GLA and UCL's London Building Stock Model<sup>42</sup>, which will greatly improve the way in which we identify houses to treat for energy efficiency.

What the council sees as potential commitments, but requires further investigation before committing to

- In cases where carbon free heating isn't feasible, we will explore installing hybrid heating systems with an overall lower carbon footprint.
- Support private property owners (both commercial and domestic) by developing a loan scheme similar to the Green Deal<sup>43</sup> that allows property owners easier access to financing necessary efficiency improvements such as installing heat pumps, as

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<sup>41</sup> <https://europhit.eu/content/enerphit>

<sup>42</sup> <https://www.ucl.ac.uk/bartlett/energy/news/2018/may/greater-london-authority-commissions-ucl-develop-london-buildings-stock-model>

<sup>43</sup> <https://www.gov.uk/green-deal-energy-saving-measures>

well as promoting schemes such as Retrofit Together<sup>44</sup>, that help simplify the retrofit market.

- Trial new technologies that reduce energy consumption in building systems, building on existing energy efficiency pilots that we are running at our Waste Recycling Centre.
- Launch pilot schemes for verified technologies in fuel poor homes and those with poor energy efficiency ratings, given that homes heated with storage heaters are twice as likely to be fuel poor as homes with central heating<sup>45</sup>.
- Promote aspirations towards a net zero requirement in all council-secured affordable workspace.
- Investigate the possibility of requiring landlords registered with our licencing scheme to provide tenants with a copy of the Energy Performance Certificate (EPC) at the start of their tenancy.
- Investigate the possibility of setting a higher energy efficiency standard for licenced privately-rented housing in Islington than the national MEES requirement (currently an EPC rating of E).
- Investigate and bid for funding from the funding streams available (such as the Mayor's Energy for Londoners scheme) to support retrofitting zero carbon energy systems and installing insulation.

What the council needs from others in order for the borough achieve net zero, including funding, powers and legislation

- Request that Government funds a major insulation and zero carbon heating retrofit programme.
- Certainty from Government that gas boilers will be phased out in new build – both commercial and residential – and that significant grant funding for low carbon heating will be made available.
- Government to commit to the Minimum Energy Efficiency Standards requirements for all residential properties rising to B by 2030 and make assistance available to support landlords to do so.

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<sup>44</sup> <https://www.parityprojects.com/special-projects/>

<sup>45</sup> <https://www.gov.uk/government/statistics/fuel-poverty-detailed-tables-2019>

- Government to bring forward the target date of a decarbonised electricity grid from 2050 to 2030.

## Priority 2: Transport

### Why is this important?

According to the BEIS data for 2017, transport in Islington accounted for 116,514 tonnes of carbon emissions annually, or 16% of the borough's total. Of this, 73,122 tonnes were from petrol and diesel vehicles on "A" roads (63%), 42,327 tonnes from petrol and diesel vehicles on minor roads (36%), 601 tonnes from diesel railways (0.5%) and 465 tonnes from other modes (0.4%), which include LPG vehicles and canal boats. Achieving our net zero carbon target will require us to eliminate all of these emissions.

In 2018 there were 3,076 goods vehicles licenced in Islington<sup>46</sup>, and it is likely that most of these are diesel or petrol vehicles. In the same year there were 36,275 cars and 2,899 motorcycles registered to Islington addresses<sup>47</sup>, although not all of these will be private cars owned by residents.

The number has remained steady for several years and is only slightly down on the 2009 figures of 37,789 and 3,175 respectively. Based on our parking permit data, which accounts for around 70% of the total number of vehicles in the borough, the split of vehicle by fuel type is 24% diesel and 76% non-diesel, of which just under 1% are thought to be zero emissions<sup>48</sup>. However, the number of ultra-low emission vehicles (hybrids and electrics) licenced in Islington is rapidly rising, with just under 900 registered in March 2019, up from under 350 in Q1 2017<sup>49</sup>.

The council itself has around 500 vehicles, of which 448 are diesel, 18 petrol, 3 CNG, 6 hybrid and 23 electric. Almost all of these are filled at the council's own fuel pumps, which dispensed 1,051,100 litres of diesel or petrol in 2018/19. This would have produced just over 2,700 tonnes of CO<sub>2</sub>, around 2.3% of the borough's total transport emissions.

Based on the split of transport-related emissions between "A" roads and minor roads, through traffic is possibly the biggest contributor to transport emissions in Islington, whilst incoming traffic such as deliveries, commuters and visitors also contribute to the

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<sup>46</sup> [London Datastore: Licenced Vehicles by type and borough](#)

<sup>47</sup> [London Datastore: Licenced Vehicles by type and borough](#)

<sup>48</sup> The council recently (April 2019) introduced a band for zero emission vehicles. However, as permits are renewed annually, a full year of renewals is needed to get the complete number of zero emission vehicles. In the meantime, the number of zero emissions vehicles whose permits were registered in the first two months of 2019 gives a rough estimate of 0.9% of vehicles being in this category.

<sup>49</sup> [Licensed ultra low emission vehicles by local authority: United Kingdom](#)

borough's emissions – during 2018/19 a total of 1,450,882 short stay parking permits were purchased, of which 796,346 (55%) were for diesel vehicles.

These are the sectors where we have the least control or influence. Islington also has no control over TfL routes, namely the A1 (Upper Street/Holloway Road), the A501 (City Road/Pentonville Road) and the A503 (Camden Road/Seven Sisters Road/Tollington Road).

Achieving a net zero transport system would require all vehicles to be converted to electric (and in some cases hydrogen) and require new infrastructure for recharging or hydrogen filling. However, the starting point should be reducing the total number of vehicles by encouraging a modal shift away from vehicle use, for example cycling, walking and public transport.

Where vehicle use is unavoidable, we should look to increase car sharing and, in the case of the commercial sector, freight consolidation. These objectives are encapsulated in our Islington Transport Strategy<sup>50</sup>.

In addition to those emissions from transport, this section also considers emissions from plant equipment such as diesel generators or construction and grounds maintenance equipment. Such non-mobile machinery and equipment is included in this section as the equipment burns the same fuels – i.e. diesel and petrol.

## What we've done

- The council has been implementing School Streets since 2018, restricting traffic during drop-off and pick-up times to improve air quality, reduce road danger, and encourage people to use sustainable and active modes of transport.
- Islington was amongst the first places to set parking permit charges based on vehicle emissions and became the first borough to implement a parking permit surcharge for diesel vehicles and to call for diesel vehicles to be banned from London by 2025.
- We pioneered the low-emission neighbourhood at the City Fringe, banning all vehicles not classed as ultra-low emission during the peak morning and evening commuter periods.
- We are cleaning-up the Council vehicle fleet and introducing other sustainable methods of transport alongside working with Transport for London to ensure buses in Islington are clean.

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<sup>50</sup> <https://www.islington.gov.uk/consultations/transport-strategy>

- As of 2019, we have installed 170 electric vehicle charging points, and will have over 400 electric charging points by 2022.
- Provided electric bollards for idling canal boats.

## What we'll do

What the council can commit to immediately and actions we will take

- Reduce our overall vehicle fleet and increase the number of electric vehicles within the fleet; where electric is not possible replace engines with electric motors.
- Install charging infrastructure at council locations where vehicles are kept overnight.
- Enable Vehicle 2 Grid<sup>51</sup> (V2G) at locations with parked vehicles, expanding on the Town Hall V2G trial.
- Reduce the need for cars by making active travel (i.e. walking, cycling and public transport) the easiest option<sup>52</sup>.
- Ensure new developments are car-free or have restricted on-site parking and access to controlled parking zones, and have adequate cycle facilities.
- Support and promote electric car club schemes and carpooling initiatives.
- Ensure public EV infrastructure is powered by renewable sources.
- Ensure the borough invests in EV charging infrastructure, including lamp column and rapid chargers, carefully locating chargers to avoid pedestrian access issues. 75 EVCPs were installed in 2018 and 90 EVCPs were installed in 2019. We will have over 400 electric charging points by 2022.
- Encourage the use of electric taxis by ensuring Islington has sufficient on-street rapid chargers for taxi drivers<sup>53</sup>.
- Encourage local businesses to switch to zero emissions vehicles or cargo bikes<sup>54</sup>.

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<sup>51</sup> Vehicle-to-Grid charging allows for electric vehicles to return power to the electricity grid

<sup>52</sup> Please refer to the [Transport Strategy 2019-2041](#)

<sup>53</sup> In 2018 TfL introduced new licencing requirements for taxis which will ensure that all taxis licenced for the first time are zero emission capable - <https://tfl.gov.uk/info-for/taxis-and-private-hire/emissions-standards-for-taxis>

<sup>54</sup> Recent programmes including Archway ZEN have given local businesses trials of electric vehicles and cargo bikes, whilst the Town Centre groups have purchased electric vans to help with deliveries



- Deliver 'School Streets' or similar interventions where possible at all primary schools in the borough by 2022, restricting through traffic at school gates at the start and end of the school day.
- Replace grounds maintenance equipment, e.g. the council has been trialling electric blowers and strimmers.
- Introduce a borough-wide lorry control scheme working towards banning lorries (HGVs) from driving through the borough on residential roads. Enhance measures to enforce the existing 7.5t lorry ban and consider an expansion of this ban to include all lorries of 3.5t or higher.
- Develop and deliver an Accessibility Plan and a Walking and Cycling Action Plan by 2025 to transform Islington into an exemplary borough for walking, cycling and accessibility.
- Investigate phasing out resident and business parking permits for diesel and petrol vehicles by 2030 and review our charges.

What the council sees as potential commitments, but requires further investigation before committing to

- Replace diesel generators with emissions-free alternatives such as battery packs or fuel cells in our non-road mobile machinery<sup>55</sup>.
- Install electricity supply points at locations where there is regular need, such as parks with frequent events<sup>56</sup>.
- Investigate options for significantly increasing EV infrastructure to meet increasing demand for electric vehicles.
- Develop a freight consolidation strategy to reduce the impact of on-street deliveries, particularly at peak times, through measures to limit access at peak times and encouraging the use of cargo bikes.
- Explore options such as workplace parking levies (WPL) to encourage commuter use of public transport.
- Develop and implement a programme of Liveable Neighbourhoods for every residential area in the borough, which will contain measures such as road closures, protected cycle routes, improved crossings and improvements to public spaces and seek funding to support the programme.

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<sup>55</sup> A hydrogen fuel cell was used by TfL during the Highbury Corner works in 2019

<sup>56</sup> Installing supply points is unlikely to be feasible for larger-scale power demand, as substations will have to be installed, which are extremely costly and would be difficult to achieve planning permission for.

What the council needs from others in order for the borough achieve net zero, including funding, powers and legislation

- TfL to partner with us to ensure the successful expansion of the ULEZ and make it a Zero Emission Zone by 2030.
- TfL to work with us to ensure that all bus routes through Islington are served by electric or hydrogen fleet by 2030.
- Work with the Canal and River Trust to phase out solid fuel stoves on boats by 2022 as part of the initiative to implement the UK's first Eco Zone at the Regent's Canal.
- Collaborate with the Mayor of London to develop London-wide approaches to workplace parking levies and road user charging.
- Continue to lobby national government for additional actions and national policies, including those on red diesel subsidies, changes to road tax, strategic support for local authorities, national diesel scrappage scheme and improvements to charging infrastructure before the ban of new diesel and petrol vehicles in 2040.

## Priority 3: Sustainable Energy Generation and Supply

### Why is this important?

Given that the main sources of carbon emissions are from the generation of heat and power, sustainable heat and power provision is a key element of achieving our net zero target. Heat networks can deliver zero carbon heat to buildings and eliminate the need for gas boilers, whilst solar panels and other local sources of clean electricity can reduce our reliance on the electricity grid.

According to the GLA, enough heat is wasted in London to meet 38% of the city's heating demand<sup>57</sup>. Alongside this, a report published by the Committee on Climate Change (CCC) in February 2019 called for new homes to be banned from connecting to the gas grid<sup>58</sup>.

We in Islington, as a result of our densely populated urban environment, have large amounts of wasted heat, a valuable resource that can be exploited in the fight against climate change and fuel poverty.

By delivering a world-first in capturing the heat from the tube for Phase 2 of our Bunhill Heat & Power Network, Islington is setting an example of best practice nationally and internationally in decentralised energy projects.

The now expanded Bunhill Heat & Power Network is both scalable and can be replicated across the borough. We shall look to increase the number of properties connected to Bunhill and develop new heat networks as per our District Energy Master Plan, published in 2014, which identified potential annual carbon savings of up to 40,000 tonnes while serving up to 8,000 homes.

In addition to heat networks, we also want to increase the capacity of locally-generated electricity by installing more solar PV panels and battery storage units in homes and businesses in our borough. This focus on local, clean electricity generation will both reduce our carbon footprint and reduce our reliance on the electricity grid.

A net zero borough would involve thousands more properties – both residential and commercial – being connected to zero carbon heat networks and having solar panels installed.

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<sup>57</sup> <https://www.lsbu.ac.uk/stories/waste-heat-recovery>

<sup>58</sup> <https://www.theccc.org.uk/publications/>

## What we've done

- Connected the Bunhill Heat & Power Network to two new private developments: 76 Central Street and Worcester Point, around 214 properties.
- Completed Phase 2 of the Bunhill Heat & Power Network<sup>59</sup> and expanded it to serve the King's Square Estate (around 500 properties) and other new developments in the area.
- Completed seven feasibility studies which have identified potential new decentralised energy projects in the Archway area, and the wards of Caledonian, Bunhill and Highbury West.
- Installed over 500kWp of solar PV panels on council buildings, including 222 Upper Street, the Sobell Leisure Centre and the Waste Recycling Centre.
- Launched the Green Smart Community Integrated Energy Systems (GreenSCIES)<sup>60</sup> project in partnership with nine partners including London South Bank University and Transport for London.
- Started THERMOS, an EU-funded project to develop a free online mapping and modelling tool that will aid us in refining our planning for heat networks in the borough.

## What we'll do

The council has demonstrated, by already delivering two heat network projects, that we are capable of successfully developing low carbon heat networks.

Our District Energy Master Plan identified 15 clusters of heat networks in the borough. The evaluation of these projects was based on a number of criteria including fuel poverty impact, number of council tenants served and carbon savings.

We have identified a substantial number of secondary waste heat sources that can be tapped into in order to deliver these heat networks. These sources include Combined Heat and Power (CHP) heat rejection, data and telecommunications centres, power substations, sewers and TfL ventilation shafts.

The developing of heat and energy networks helps us address climate change by reducing the level of carbon emissions in the borough whilst providing affordable heat for our residents.

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<sup>59</sup> Phase 2 planned start-up date of February 2020

<sup>60</sup> <http://www.lsbu.ac.uk/about-us/news/smart-energy-network-study-launches>

What the council can commit to immediately and actions we will take

- Complete detailed engineering and design of two smart energy networks under the GreenSCIES project, a business case development project with the scope of heating and cooling more than 3,000 homes, providing enough electricity to supply 500 homes and generating more than 10,000 tonnes in carbon emissions savings.
- Conduct further detailed studies on smart energy networks in the borough using funding from the government's Heat Networks Delivery Unit<sup>61</sup>.
- Look at opportunities for ground source heat pumps in parks & housing estates.
- Maximise generation of solar power combined with battery storage on council and other buildings.
- Contribute to the government's Heat Networks Market Framework consultation by ensuring the use of low carbon networks while providing consumers with fair pricing and quality of service standards.

What the council sees as potential commitments, but requires further investigation before committing to

- Continue to participate in innovative national and transnational district heating projects such as CELSIUS 2.0<sup>62</sup>, ReUseHeat<sup>63</sup> and THERMOS.<sup>64</sup>
- Progress the GreenSCIES project to construction of a next generation smart energy network.
- Seek ways in which we can interconnect with energy centres in neighbouring boroughs e.g. Camden (King's Cross) and the Citigen schemes<sup>65</sup>.

What the council needs from others in order for the borough achieve net zero, including funding, powers and legislation

- Strengthen planning rules to make it a legal requirement to connect to low carbon heat networks.

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<sup>61</sup> <https://www.gov.uk/guidance/heat-networks-delivery-unit>

<sup>62</sup> <https://celsiuscity.eu/Demonstrator/waste-heat-capture-and-utilisation%e2%80%8b/>

<sup>63</sup> <https://www.reuseheat.eu/>

<sup>64</sup> <https://www.thermos-project.eu/home/>

<sup>65</sup> <https://www.theade.co.uk/case-studies/building-chp/citigen-tri-generation-scheme>

- Request that Government brings in legislation to make renewable electricity the most attractive option for residential and business customers.
- Government to do more to incentivise small businesses to install rooftop solar PV.

## Priority 4: Affordable Energy and Fuel Poverty

### Why is this important?

In simple terms, fuel poverty is the inability of a household to pay for its energy needs without compromising other basic needs like food, transport or clothing<sup>66</sup>. Research shows that there is a high correlation between fuel poor homes and low energy efficiency ratings. Energy efficient homes are key when we consider that they waste less energy and hence produce fewer carbon emissions.

Households in fuel poverty are particularly vulnerable to increasing energy prices of gas and electricity and have very limited options to control the negative effects of cost increases. The latest statistics show that in 2017 around 400,000 households in London were living in fuel poverty<sup>67</sup>, an increase of almost 20% on the number in 2015.

High utility bills are a key cause of fuel poverty. The higher the price of fuel that residents pay, the higher the overall fuel costs that they are required to pay to adequately heat the home. Between 2008-2018 electricity prices increased by 27.9% and gas prices by 15.5% in real terms<sup>68</sup>.

Low income is another key cause of fuel poverty. The lower the income the higher the likelihood someone will fall below the official poverty line after paying for housing and fuel costs to adequately heat the home. In Islington, over a third of people are living in poverty (33.7% compared to 27% across London) and one in ten working age adults are claiming out of work benefits<sup>69</sup>. Our efforts to maximise income, therefore, focus on helping residents into work, supporting them to claim the benefits they are entitled to and assisting households in extreme crisis.

Living in a cold home has direct health implications, particularly for the most vulnerable such as infants and the elderly. Excess winter deaths, circulatory diseases, respiratory problems and mental health issues are some of the more common consequences of living in a home that is not adequately heated.

This fuel poverty leads to poor thermal comfort and deepens health inequalities. Excess winter deaths in England and Wales in 2017/18 were the highest on record since

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<sup>66</sup> Fuel poverty in England is measured using the [Low Income High Costs \(LIHC\) indicator](#). Under the LIHC indicator, a household is considered to be fuel poor if they have required fuel costs that are above average (the national median level) and were they to spend that amount, they would be left with a residual income below the official poverty line.

<sup>67</sup> [Sub-regional fuel poverty data 2019 \(2017 data\)](#) measured using the LIHC indicator.

<sup>68</sup> [Domestic energy price indices](#)

<sup>69</sup> [Poverty and Inequality Data for Islington \(2017\)](#)

1975/76<sup>70</sup>. In the same period, there were 110 excess winter deaths in Islington. Furthermore, nearly 17,000 of the 56,300 excess winter deaths recorded 2017/18 were identified as preventable and the result of living in cold housing<sup>71</sup>.

Broadly speaking, fuel poverty is defined by three main components:

1. Amount of fuels consumed; which is a direct consequence of how energy efficient the household is
2. Cost of fuels; depending on the prices paid by the user and the offer of affordable gas, heat and electricity
3. Household income; disposable income to pay for gas and/or electricity.

The council believes that close engagement with residents is vital to understand the reality of fuel poverty for residents of the borough. Most households in fuel poverty are affected by more than one of these variables.

Islington's response has to be tailored to deliver long-lasting benefits as quickly as possible. We have defined a set of actions to mitigate each one of the causes of fuel poverty and thereby limit their impact on seasonal health.

London's high housing costs, expensive labour for delivering energy efficiency measures, high use of pre-payment meters and low levels of energy supplier switching, are the main barriers to overcome in order to close the fuel poverty gap in the borough and minimise its long term effects.

Despite the common perception that Islington is a wealthy borough, it is the 24th most-deprived local authority in England, has the third-highest level of child poverty in the country (36%) and possesses one of the biggest gaps between the wealthiest and poorest residents.

We have three aims to reduce the risk and associated impact of fuel poverty for our residents:

1. Improving energy efficiency
2. Reducing utility bills
3. Maximising income.

The major aspects of improving energy efficiency (heating systems and insulation) are covered in Priority 1 of this strategy.

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<sup>70</sup> [ONS Excess Winter Mortality in England and Wales \(2017 to 2018\)](#)

<sup>71</sup> [E3G and NEA Report for National Fuel poverty Awareness Day \(2019\)](#)



Reducing fuel bills focuses on helping residents to better navigate the energy market and make informed decisions. This could include moving to cheaper tariffs, support with their utility areas, supplier mediation and delivering cheaper heat through district heat networks.

Although water is not directly linked to fuel poverty, it is one of the core expenses of a household that could affect the ability of the residents to afford gas and electricity. Therefore, it is essential to include it as part of the strategy to minimise the cost of affording utilities for Islington residents.

At Islington we recognise that fuel poverty is a complicated issue which has very real, sometimes even fatal, outcomes for our most vulnerable residents. Islington's flagship fuel poverty project SHINE, the **S**easonal **H**ealth **I**ntervention **N**etwork, has championed a multi-agency response to a multi-faceted issue and, through SHINE, Islington has been able to support thousands of residents every single year.

We want to continue to offer SHINE as a free service in order to improve energy efficiency, reduce utility bills and maximise incomes for residents inside and outside the borough.

SHINE has been recognised with awards from National Energy Action, National Energy Efficiency, the European Commission, the Energy Institute and Ashden. SHINE was profiled by the Organisation for Economic Co-operation and Development (2014), Eurocities (2018) and National Energy Action (2018 and 2019).

SHINE has been used as an example of best practice in fuel poverty support in the BEIS Consultation on Fuel Poverty Strategy (2019), Greater London Authority's Fuel Poverty Action Plan (2018), SHINE was invited to speak on Fuel & Food Insecurity to London's Health & Housing Network (2018) and recently presented learnings from SHINE to the EU Covenant of Mayors (2019).

## What we've done

- Set up the Seasonal Health Intervention Network (SHINE) in 2010, offering a dedicated helpline and affordable warmth interventions from a range of partners to ensure households get the help they need to reduce utility bills, tackle energy debt and ultimately stay well and warm. This was expanded to become a London-wide service in 2016, taking self-referrals and third-party referrals from workers across the public, private and voluntary sectors.

- Set up Angelic Energy in 2017, London's first municipal energy company for over a century. Since then we have acquired over 3,000 households<sup>72</sup> since its launch in 2017, over 60% of whom are Islington residents.
- Provided a 100% green electricity tariff to Angelic customers, consistently outperformed the Big Six energy suppliers on standard variable, cheapest fixed direct debit and pre-pay tariffs<sup>73</sup>.
- Partnered with a housing association to expand our offering of fair energy tariffs.

## What we'll do

There is a need to engage with and support residents of all housing tenures to make the changes needed for us to become a net zero carbon borough. This will include utilising existing channels such as our SHINE advice line<sup>74</sup> and Energy Doctor home visits<sup>75</sup>, as well as looking at how we can enable residents to make their own personal climate emergency declarations.

We believe that Angelic Energy, with its focus on fair tariffs and provision of 100% renewable electricity, is a key weapon in the fight against fuel poverty and contributes to our ambitious 2030 net zero carbon target; by not having to answer to shareholders or pay directors bonuses, we can instead reinvest Angelic's income into providing affordable energy, good customer service and a fairer deal for all.

Angelic's 100% renewable electricity tariff demonstrates that we can tackle both fuel poverty and climate change in tandem. As a council we are currently investigating how we can switch all of our housing stock to 100% renewable energy whilst keeping costs to our tenants as low as possible.

What the council can commit to immediately and actions we will take

- Continue supporting residents in fuel poverty through our SHINE service.
- Participate in the Islington Debt Coalition and feedback developments in energy and water debt advice/relief.
- Educate residents on how to use Pre-Payment Meters (PPMs) through energy advice sessions, public campaigns and self-help resources on the council's energy advice website.

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<sup>72</sup> Figures as of 11 October 2019

<sup>73</sup> Based on prices taken from EnergyLinx.co.uk- taking an average of standard variable tariff, cheapest fixed direct debit tariff and pre-pay tariff based on Ofgem's definition of a medium dual fuel consumer. Price dates considered were from 19/04/2018 to 19/02/2019.

<sup>74</sup> [Seasonal Health Intervention Network](#)

<sup>75</sup> [Energy Doctor in the Home service](#)

- Maximise the income of people in fuel poverty by making quality referrals made by SHINE into iMax, Income Max, the GLA benefit check service (once launched) and iWork for support with finding a job, apprenticeship, training or education.
- Work with residential Environmental Health to investigate reported Private Rented Sector (PRS) damp/condensation/mould issues using Housing Health & Safety Rating System (HHSRS).
- Secure ECO/Warmer Homes funding for heating and insulation measures for as long it is available.
- Continue our efforts to provide cheaper and greener energy tariffs through Angelic Energy.

What the council sees as potential commitments, but requires further investigation before committing to

- Reach more fuel poor residents, particularly in the private rented sector, through new partnerships.
- Assist in accelerating the roll out of smart meters through educating sceptical residents and liaising with suppliers directly to deliver installations.
- Better collaboration with housing providers, such as housing associations and TMOs, to maximise referrals.
- Improved referrals on behalf of fuel poor households by developing more sophisticated data and reporting.
- Review the current contract for energy supply and commission new supply arrangements for Angelic.

What the council needs from others in order for the borough achieve net zero, including funding, powers and legislation

- Make the case to the likes of the GLA and Government to increase local authorities' resources to tackle fuel poverty and the zero carbon target in tandem.
- Build up the capabilities of frontline staff e.g. through an accredited 'Energy Doctor' training course to ensure energy efficiency awareness at all levels of frontline delivery.

## Priority 5: The Green Economy & Planning

### Why is this important?

To retain a healthy economy and the businesses that provide the goods, services and employment opportunities that we need, we have to move towards a low carbon, more resource-efficient economy that has fewer adverse effects on the environment. As well as existing businesses becoming greener, we need to support the creation and development of new businesses that will provide the technologies, innovations, goods and services of a low-carbon future.

It is now recognised that an economic model built on perpetual growth presents significant challenges to our zero carbon commitments. Growth and development has traditionally equated to more energy-consuming buildings, increases in the movement of people and goods and associated transport infrastructure, the consumption of more materials, and the generation of increased levels of waste.

To tackle climate change, movements such as Democracy Collaborative and New Economics Foundation have long argued that we must transform the economy and do this in a way that works for the majority of people. This is central to our commitment to a fairer and more sustainable economy.

'Net zero' has to become the way we run our economy.

There are around 21,000 registered businesses in Islington, the vast majority of them small or micro (85% are micro, with 0-9 employees), providing some 230,000 jobs. Their success is essential to the vitality and economic success of the borough although around 90% of jobs in Islington are filled by commuters and an estimated 80% of Islington residents in employment work outside the borough.

The 'green economy' has been defined as those industries that contribute toward ecological sustainability, especially through the reduction of carbon emissions, as well as the adoption of broader sustainable resource use practices. There are six key sectors: renewable energy, green building, clean transportation, waste management, land use and green financing.<sup>76</sup>

We need to create a new generation of jobs in the industries and infrastructure we need to tackle the climate crisis, and a workforce that will be able to contribute to and benefit

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<sup>76</sup> [Growing a Green Economy for All: From Green Jobs to Green Ownership](#); pg15

from a new green economy. We want to create good jobs for our residents, support businesses to succeed and attract investment by developing the sub-regional green industry sector and enable all other sectors to reduce their CO<sub>2</sub> emissions to zero.

We believe that greater ownership by employees and democratic corporate governance are central parts of the economic rebalancing that is essential for the UK's long-term prosperity. As a growing sector of our economy, the green economy provides more market space for innovative ownership structures that promote meaningful employee participation. Over the coming years, we will work with social enterprises, voluntary organisations and co-operatives to grow alternative businesses.

We know that we need to position our residents to be skilled for these new sectors, and we are working with our colleges and universities to develop a new workforce for the green industrial revolution. Similarly, we will work with our trade unions and employers to ensure that workers are supported to transition to a green economy, and that no one is left behind in the transition.

Islington has world-class institutions which attract thinkers and researchers that are at the cutting edge of new thinking in combatting the challenges of the climate emergency. We need to work with them and expand the opportunities for innovative businesses that want to test and commercialise new ideas, and mobilise investors that want to be at the forefront of rapidly growing sectors. International business clusters at the Knowledge Quarter and Silicon Roundabout are prime locations through which to drive further innovation and roll-out of proven technologies and business models.

We need our materials and waste to come from a new circular economy, involving the reuse and recycling of materials already in circulation, and significantly increased use of sustainable and renewable materials. Supply chains need to be further developed to respond to the rapidly growing demand for the expertise and products that are needed to build a zero carbon economy.

The council commissioned a micro & small business survey to understand the challenges small businesses are facing to their survival and growth in the borough and to identify their business support needs. The survey showed many businesses have a concern for the environment and are willing to work with Islington Council on environmental initiatives. They understand that radical change in business practices is required. There is an urgent need for a comprehensive borough-wide programme that engages businesses, helps them to understand climate change, what it means for their organisation and then provides the necessary support and signposting to enable them to put in place and deliver their own bespoke zero carbon plans.

Financial incentives will change the behaviours and investment decisions of individuals and businesses. Where possible, we will introduce incentives for smaller, independent businesses within the borough, as well as lobby Government and work with the GLA to create new programmes where they are needed.

It is recognised that commercial buildings and transport are responsible for the bulk of carbon emissions and these issues are covered by the buildings and transport sections of this strategy.

Through our Inclusive Economy service and its networks, we can also work with businesses – particularly micro and small enterprises – to help them both transition to lower carbon emissions as well as develop new products, practices and services which will help the borough collectively achieve its targets.

Investment decisions are critical – where we choose to spend our money shapes our economy. Working with our ‘anchor institutions’ in the borough – those large organisations rooted in Islington – we can influence the business sector. By changing the way we procure goods and services, we can use our collective leverage to incentivise change and enable innovation. By introducing Social Value as a meaningful criterion in our commissioning decisions, we will be able to encourage responsible business practices in regards to carbon emissions. Similarly, we will work with our anchor partners to interrogate our investment decisions.

## What we have done

- Integrated environmental objectives in town centre management approach, encouraging and enabling local traders to develop locally-owned sustainable interventions such as cargo bikes and electric vehicles.
- Set up the Islington Sustainable Energy Partnership (ISEP),<sup>77</sup> which has helped its members cut their carbon emissions by over 31,000 tonnes and saved an estimated £6.7m in energy costs.
- Begun to decarbonise our investment portfolio.
- Launched the Energising Small Business Fund<sup>78</sup>, offering grants of up to £1,500 to small businesses in the borough for energy efficiency improvements, including new LED lighting and boiler replacements.

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<sup>77</sup> <http://isep.org.uk/islington-sustainable-energy-partnership-about-us-2/>

<sup>78</sup> <https://www.islington.gov.uk/business/energy-services/energy-efficiency-grants-for-small-businesses>

- Facilitated new initiatives with local universities to unlock their expertise in climate change innovation e.g. sponsored a weekend hackathon with City University London on Islington's zero carbon ambition.
- Established a partnership with Heart of the City, to support local small enterprises to develop their capacity as responsible businesses including reducing carbon emissions.
- Promoted environmental initiatives and opportunities, such as the Energising Small Business Fund grants and scrappage schemes, to businesses through town centre management groups and other business networks that the council facilitates and collaborates with.

## What we'll do

What the council can commit to immediately and actions we will take

- Embed the council's ambition towards a net zero requirement in the contractual arrangements for all council-secured affordable workspace.
- Complete the development of a skills strategy that will identify priority areas for 'green jobs' and emerging skills requirements. These could include jobs related to installing insulation and other energy-saving measures, renewable energy, sustainable food production, cycle freight.
- Promote and incentivise inclusive innovation through Islington Council's expanding affordable workspace network, on solutions to Islington-based climate challenges.
- Use the business fora and networks that we facilitate and our many direct interactions with businesses to increase awareness of the need to tackle climate change and environmental issues, as well as the solutions to the crisis and responsible ways of responding.
- Increase awareness of a 'sharing economy', working with voluntary, community and social enterprise organisations to encourage and incentivise a circular approach to the use of resources.
- Further explore collaborative models with anchor institutions such as the Whittington Hospital and City University, and networks such as the Knowledge Quarter, to reduce carbon emissions, including through their commissioning and procurement processes.

- Seek increased support to circular economy social enterprises, for example through inclusive financing to support scaling.
- Create and expand local 'green collar' jobs all the jobs created by firms and organizations working in environmentally-focused industries. Green collar jobs are green jobs that provide a career ladder to move low-income workers into such employment.
- Complete the decarbonisation of our investment and pensions portfolio, and work with anchor institutions to take collective action.
- Grow institutional sponsorship of innovation that will contribute to the delivery of zero carbon targets, as well as support the development of an inclusive investment model for 'green economy' businesses to scale innovations.

What the council sees as potential commitments, but requires further investigation before committing to

- Recognising that some current jobs will be less suited to a low carbon economy, help support a just transition towards new employment opportunities, engaging with trade unions and employers.
- Consider best practice in using Social Value clauses regarding environmental impacts through the review of the council's Procurement and Commissioning Strategy. This will include prioritising local supply chains and incentivising businesses to implement net zero policies.

What the council needs from others in order for the borough achieve net zero, including funding, powers and legislation

- Government to relax planning rules to allow the installation of more energy efficiency measures – for example, making external wall insulated permitted development in all cases outside conservation areas and listed buildings.

## **Planning**

Islington's Local Plan policies are currently being updated, with the new Local Plan due for adoption in summer 2020. The planning policies relating to energy have been strengthened in order to ensure that Islington continues to take a robust and ambitious approach to minimising carbon emissions in the borough and to achieve the target for all buildings in Islington to be net zero carbon. The Draft Local Plan includes the following policies:



- Require all development proposals to maximise energy efficiency and minimise on-site greenhouse gas carbon dioxide emissions in accordance with the energy hierarchy: Be Lean, Be Clean, Be Green.
- Continue to require all major developments and minor new-build residential developments of one unit or more to be net zero-carbon by achieving specific targets for on-site carbon reductions, and offsetting any remaining emissions through the council's carbon offset fund.
- Ensure all development proposals reduce energy demand as far as possible through high standards of fabric energy efficiency, before reducing emissions through low-carbon energy sources and renewables. In particular, the Draft Local Plan has introduced a requirement for residential developments to adopt the Zero Carbon Hub's Fabric Energy Efficiency Standard (FEES), which sets minimum requirements for energy efficiency.
- Continue to enable the extension of Islington's heat networks by requiring developments to connect to existing or planned heat networks, where possible.
- Require the use of secondary heat and other low and zero-carbon heat sources, where heat network connection is not possible, and set a maximum annual carbon content of heat for heating systems of less than 280 gCO<sub>2</sub>/kWh.
- Support the decarbonisation of heat networks through the planned future transition to networks powered by cost-effective secondary sources, including low-grade waste heat, as opposed to gas-powered Combined Heat and Power (CHP).
- Encourage the use of renewable energy, particularly solar photovoltaic (PV) panels, where appropriate.
- Commitment to deliver an Islington Zero Carbon Supplementary Planning Document (SPD).

The required minimum on-site carbon reduction targets and minimum reductions in energy demand are likely to increase over time in future Local Plan updates (updated every five years), in order to ensure that carbon emissions continue to be reduced. The gradual changes in targets will take account of the reducing costs of more efficient construction methods and the availability of low and zero carbon heat and related technologies.

Achieving the net zero carbon target will also rely on government policy and legislation at the national level, particularly in relation to the decarbonisation of the electricity grid and retrofitting existing buildings, as well as the evolution of carbon reduction targets through updates to the Building Regulations. The council is, however, committed to reducing carbon emissions as far as possible. The Energy Team reviews the energy statements of major planning applications to ensure that developers are meeting our policy requirements.

## Priority 6: The Natural Environment, Waste Reduction & Recycling and Carbon Offsetting

### Why is this important?

At a time when concerns about climate change are growing stronger, we need to remember the important role that biodiversity and the natural environment plays in climate control.

Our actions as a borough will be in line with the 2020 Environment Bill, which aims to tackle biodiversity loss, climate change and environmental risks to public health. Islington's green infrastructure is essential in reducing the impacts of climate change on the lives of our residents. Vegetation has been shown to reduce the effects of raised urban temperatures through evaporative cooling, shading surfaces, and allowing natural drainage. This can work in reverse in winter where greenery such as green roofs and walls can reduce the heat lost by buildings by providing better insulation and thus lowering energy use. Street trees and urban greening are also a major contribution to the capture and storage of CO<sub>2</sub> and improvement of air quality. As well as vegetation, the presence of open bodies of water, such as ponds, can assist with the cooling of surrounding areas and in reducing daytime temperatures.

The main driving force behind climate change is the concentration of carbon dioxide (CO<sub>2</sub>) in the atmosphere. The natural environment can help mitigate climate change by storing and sequestering atmospheric carbon as part of the carbon cycle. An example of the role that the natural environment in carbon storing and sequestration is the role trees play. Since about 50% of wood by dry weight is comprised of carbon, tree stems and roots can store up to several tonnes of carbon for decades or even centuries.

As trees die and decompose, they release this carbon back into the atmosphere. Therefore, the carbon storage of trees and woodland is an indication of the amount of carbon that could be released if all the trees died.

Maintaining a healthy tree population will ensure that more carbon is stored than released. Utilising the timber in long term wood products or to help heat buildings or produce energy will also help to reduce carbon emissions from other sources, such as power plants.

Islington's inventory trees sequester an estimated 431 tonnes of carbon per year, with a value of £105,812. For comparison, the average newly registered car in the UK produces

34.3g of carbon per km. Carbon sequestration by Islington's public trees therefore corresponds to around 12,553,936 'new' vehicle km per year.

While it is understood that Islington doesn't have the open space to plant the volume of trees to significantly capture the carbon emissions within the borough, trees in Islington make a significant contribution to ensuring that the borough is a greener, healthier and more enjoyable place to live.

The best measure of trees in an urban environment is tree canopy cover; this can be defined as the area of leaves, branches, and stems of trees covering the ground when viewed from above.

The overall canopy cover of Islington is estimated at 25%. In comparison with other studies (Urban Tree Cover, 2018), the canopy cover is above the average (17%) estimated in the 320 towns and cities surveyed in the UK. In comparison to the rest of London, Islington is above the average of 21% canopy cover.

The Islington-owned trees contribution to carbon capture and sequestration has been assessed. Overall, the publicly owned trees in Islington store an estimated 18,166 tonnes of carbon with a value of £4.46 million.

By ensuring that, where possible, the trees planted are native, you can help to preserve and enhance Islington's environment and biodiversity in line with Islington's Biodiversity Action Plan.

We expect there to be multiple benefits of this:

- Trees increase resilience to climate change and are a visible and tangible demonstration of council action towards carbon neutrality.
- Moderating temperatures and saving energy
  - Tree windbreaks can reduce residential heating costs 10-15% in winter.
  - In summer, shading and evaporative cooling from trees can reduce the ambient temperature and cut residential air-conditioning costs 20-50%.
  - Trees act to reduce the heat in urban areas, known as the 'urban heat island effect.'
- Improving air quality by removing pollution.
- Reducing storm water runoff
  - Avoided runoff by Islington public trees is 15,721m<sup>2</sup> per year.

- Value of Storm water interception is £23,838 per year.
- Trees increase the amenity and general pleasantness of an area.
- There is increased retail dwell and spend in an area with trees.

With respect to waste recycling and reduction, as detailed earlier, the emissions figures for Islington do not include emissions related to the production and shipping of goods and food consumed in the borough, nor emissions from flights taken by Islington residents. However, these are emissions that we – the council, residents and businesses – still have control over through our consumption and travel habits.

The council will need to look at the supply chain of the goods we buy and consider the impact of producing and transporting them. Whole-life costs will need consideration, and preference should be given to products that last longer or can be easily repaired rather than replaced.

When carrying out capital works, the council should ensure that the design minimises the amount of materials required and eliminates the need for future works such as regular repainting – the choice of building materials such as wood that lock in carbon would be particularly beneficial.

Through agencies such as our Trading Standards team, who enforce consumption-related legislation, we can exert influence over production and consumptions habits e.g. the Packaging (Essential Requirements) Regulations 1998, which place controls on excess packaging.

Our Waste Reduction and Recycling Plan sets out how Islington will meet its waste and recycling objectives and is a key part in tackling our climate emergency.

Our Reduction and Recycling Plan sets four recycling and waste objectives:

- Objective 1 - Reduce waste focusing on food waste and single use packaging
- Objective 2 - Maximise recycling rates
- Objective 3 - Reduce the environmental impact of waste activities (greenhouse gas emissions and air pollutants)
- Objective 4 - Maximise local waste sites and ensure London has sufficient infrastructure to manage all the waste it produces.

It commits us to:

- reducing overall levels of household waste, particularly food and plastic waste
- reducing emissions from our fleet
- a household recycling target of 33% by 2022 and 36% by 2025
- developing a circular economy action plan.

A circular economy is an alternative to a traditional linear economy (take, make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life. Islington is committed to supporting the transition to a circular economy.

A circular economy for Islington goes beyond managing waste in the most sustainable way possible, reducing, reusing, composting and recycling. It involves how we procure goods to maximise product lifespan, reuse and repair. It involves planning policy to encourage sustainable development. And it involves developing policies to encourage sustainable economic development. A carbon neutral Islington by 2030 will require this transition and will require our residents and businesses to join us in this transition.

## What we've done

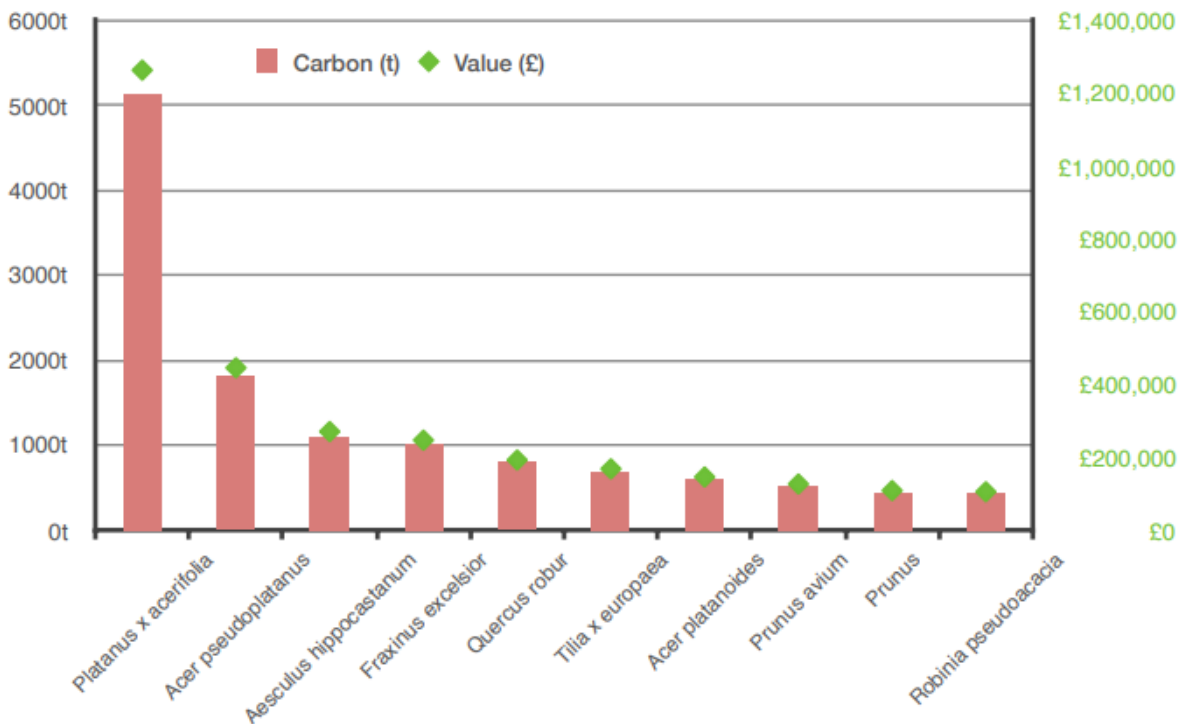
- In the last ten years we've felled 2784 trees and planted 3703 on public land. This is a net increase of 919 trees.
- Require all developments to maximise the provision of green roofs and the greening of vertical surfaces as far as reasonably possible, through planning policies and planning conditions.
- Ensure that existing trees are protected where possible and appropriate numbers and species of new trees are planted in new developments.
- Ensure the trees we currently plant are sourced sustainably and with appropriate biosecurity if imported.
- Encouraged residents/businesses to get involved in greening their community spaces, gardens and businesses through the Islington in Bloom competition and given other groups opportunities e.g. Friends of Parks Groups

- Provided all residents with a minimum weekly recycling collection and most residents with a food waste and garden waste recycling collection.
- Working with our North London Waste Authority partners to promote reuse and waste reduction.
- Taken action to reduce single use plastic, including launching our first 'low plastic zone' and installing new drinking fountains.
- Encouraging reuse, for example through setting up and working with Bright Sparks.
- Launched a Recycling Champions scheme.

## What we'll do

We will aim to increase the canopy cover in the Borough from 25% to 27% by 2030 by protecting our trees and open spaces and increasing our woodland in line with our Biodiversity Action Plan.

	Tonnes	2019 Value	2050 Tonnes
Carbon Storage	18,166	/ £4,463,091.00	19,047
Carbon Sequestration	431	/ £105,812.00	452.5



Carbon Storage (tonnes) for Top Ten Tree Species in Islington.<sup>79</sup>

- Continue to protect and improve our natural environment as outlined in our Biodiversity Action Plan.
- Provide guidance to developers on how to comply with planning policies that seek to maximise biodiversity gains.
- Condition appropriate recommendations in ecological submissions from developers.
- Identify new opportunities to increase the amount of green infrastructure on all council public realm developments.

Islington provides nearly all its residents with a minimum weekly collection, from their home or local collection point, of a wide range of dry recyclable materials, food waste and garden waste, a service that exceeds the requirements of the London Environment Strategy.

Islington is also one of constituent boroughs of the North London Waste Authority which covers a population of over £2million residents and 3% of the country's waste. Part of

<sup>79</sup> Carbon storage: The amount of carbon bound up in the above-ground and below-ground parts of woody vegetation. NB: From right to left on the graph, the common names for the trees are: London plane, Sycamore, Horse, chestnut, Ash, Oak, Common Lime, Norway maple, Wild Cherry, Other cherry species, Robinia

the Authority's strategy is the North London Heat and Power Project which aims to replace current facilities at Edmonton EcoPark which will generate low-carbon heat and power for up to 127,000 homes. This initiative supports our zero carbon ambitions by saving the equivalent of over 200,000 tonnes of carbon dioxide when compared to landfill.

However, there is also a responsibility on individuals to effectively use the services we provide. Recycling is compulsory in Islington but we will continue to do what we can to encourage and educate our residents about the benefits of recycling and reducing waste.

By 2022 we will:

- Expand food waste collections to all remaining purpose-built blocks of flats and have trialled the service for flats above shops.
- Investigate options and develop a business case for expanding commercial recycling services in the borough
- Further improve the quality of communal recycling sites on estates.
- We will explore all opportunities with partners in which we can offset our remaining emissions where possible

What the council needs from others in order for the borough achieve net zero, including funding, powers and legislation

- Review with our partners our current operations around commercial waste reduction and recycling
- Government to Progress proposals for bans on certain types of unnecessary single use plastic.
- Government to progress proposals for charges on certain single use items, such as plastic bags and coffee cups.
- Government to progress proposals for a tax on plastic packaging that does not contain 30% recycled content.





# ISLINGTON

## COUNCIL MEETING – 27 FEBRUARY 2020

### REPORT OF THE CHIEF WHIP

#### EXECUTIVE APPOINTMENT

##### 1. EXECUTIVE MEMBER FOR ENVIRONMENT AND TRANSPORT

- a) To note the appointment of Cllr Champion as the Executive Member for Environment and Transport.

##### **RECOMMENDATION:**

- b) That the appointment of Cllr Champion as the Executive Member for Environment and Transport be noted.

#### COMMITTEE APPOINTMENTS

##### 1. POLICY AND PERFORMANCE SCRUTINY COMMITTEE

- a) To note the vacancy as Chair of the Policy and Performance Scrutiny Committee following the appointment of Cllr Champion to the Executive.
- b) To appoint Cllr Debono as the Chair of the Policy and Performance Scrutiny Committee for the remainder of the municipal year or until a successor is appointed.

##### **RECOMMENDATION:**

- a) That Cllr Debono be appointed as Chair of the Policy and Performance Scrutiny Committee for the remainder of the municipal year or until a successor is appointed.

## **2. AUDIT COMMITTEE**

- a) To note the vacant member position on the Audit Committee following the appointment of Cllr Champion to the Executive.
- b) To appoint Cllr Gill to the vacant member position on the Audit Committee for the remainder of the municipal year or until a successor is appointed.

### **RECOMMENDATION:**

- a) That Cllr Gill be appointed as a member of the Audit Committee for the remainder of the municipal year or until a successor is appointed.

## **3. ENVIRONMENT AND REGENERATION SCRUTINY COMMITTEE**

- a) To note the vacant member position on the Environment and Regeneration Scrutiny Committee following the appointment of Cllr Champion to the Executive.
- b) To appoint Cllr Ozdemir to the vacant member position on the Environment and Regeneration Scrutiny Committee for the remainder of the municipal year or until a successor is appointed.
- c) To note that Cllr Khurana has stood down from the Environment and Regeneration Scrutiny Committee and that a successor will be appointed.

### **RECOMMENDATION:**

- a) That Cllr Ozdemir be appointed as a member of the Environment and Regeneration Scrutiny Committee for the remainder of the municipal year or until a successor is appointed.

## **4. CHILDREN'S SERVICES SCRUTINY COMMITTEE**

- a) To appoint Cllr Ozdemir to the vacant member position on the Children's Services Scrutiny Committee for the remainder of the municipal year or until a successor is appointed.

### **RECOMMENDATION:**

- a) That Cllr Ozdemir be appointed as a member of the Children's Services Scrutiny Committee for the remainder of the municipal year or until a successor is appointed.

## **5. LICENSING REGULATORY COMMITTEE**

- a) To appoint Cllr Clarke-Perry to the vacant member position on the Licensing Regulatory Committee for the remainder of the municipal year or until a successor is appointed.

### **RECOMMENDATION:**

- a) That Cllr Clarke-Perry be appointed as a member of the Licensing Regulatory Committee for the remainder of the municipal year or until a successor is appointed.

## **6. HEALTH AND WELLBEING BOARD**

- a) To appoint Andrew Fraser, Interim Corporate Director – People Directorate, as the substitute member for Carmel Littleton on the Health and Wellbeing Board for the remainder of the municipal year or until a successor is appointed.

### **RECOMMENDED:**

- a) That Andrew Fraser, Interim Corporate Director – People Directorate, be appointed as the substitute member for Carmel Littleton on the Health and Wellbeing Board for the remainder of the municipal year or until a successor is appointed.

## **OTHER APPOINTMENTS**

### **1. CARERS CHAMPION**

- a) To note that Cllr Hamitouche has stood down as the Carers Champion and that a successor will be appointed.

### **2. EQUALITIES CHAMPION**

- b) To note that Cllr Hamitouche has stood down as the Equalities Champion and that a successor will be appointed.

### **3. ACTING SECTION 151 OFFICER**

- a) To note that Steve Key, Director Service Finance, has been appointed as the Acting Section 151 Officer.

### **RECOMMENDATION:**

- a) That the appointment of Steve Key, Director Service Finance, as the Acting Section 151 Officer be noted.

**CLLR SATNAM GILL**

**Chief Whip**

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**Report of: Executive Member for Finance, Performance and Community Safety**

Meeting of		Date	Ward(s)
Council		27 February 2020	All
Delete as appropriate	Exempt		Non-exempt

## **BUDGET PROPOSALS 2020/21 AND MEDIUM-TERM FINANCIAL STRATEGY**

### **1 SYNOPSIS**

1.1 The principal purpose of this report is to set the 2020/21 budget and council tax. The Policy and Performance Scrutiny Committee reviewed the draft proposals on 23 January 2020 and its comments were received by the Executive on 6 February 2020.

1.2 The contents of this report are summarised below.

**Section 2** sets out the recommendations.

**Section 3** summarises the assumptions within the General Fund Medium-Term Financial Strategy (MTFS) and sets out the 2020/21 net revenue budgets as well as General Fund fees and charges.

**Section 4** covers the Housing Revenue Account (HRA) and includes HRA rents, service charges and other fees and charges.

**Section 5** summarises the 2020/21 to 2022/23 capital programme and funding, and includes the Capital Strategy, the annual Treasury Management Strategy and the Investment Strategy.

**Section 6** covers the detailed, statutory council tax calculations and matters relating to the London Business Rates Retention Pool.

**Section 7** details matters to consider in setting the budget.

### **2 RECOMMENDATIONS**

2.1 To note that the comments of the Policy and Performance Scrutiny Committee on the Budget Proposals 2020/21 were received by the Executive on 6 February 2020.

### **The General Fund Budget 2020/21 and MTFFS (Section 3)**

- 2.2 To note the assumed MTFFS and budget gap, subject to the comments of the Acting Section 151 Officer in **Section 7** regarding the additional medium-term budget risks that are not currently factored into the budget gap. (**Paragraph 3.6, Table 1 and Appendix A**)
- 2.3 To approve the revised 2020/21 to 2022/23 savings and income generation programme (**Paragraph 3.18 and Appendix B**), and the revenue budget growth and additional/expanded service provision funded from existing budgets and external funding. (**Paragraphs 3.22-3.23, Table 5 and Appendices C1-C2**).
- 2.4 To note that there are significant risks around the savings currently assumed in the MTFFS, and that a risk-based review of all assumed savings is currently underway and will feed into the next refresh of budget assumptions at the outset of the 2021/22 budget setting process. (**Paragraphs 3.19-3.21**)
- 2.5 To approve the 2020/21 net budgets by directorate. (**Paragraph 3.24, Table 7 and Appendix A**)
- 2.6 To note the variables that could still significantly affect the 2020/21 budget. (**Paragraph 3.25**)
- 2.7 To note the Dedicated Schools Grant (DSG) settlement for 2020/21 and related funding assumptions. (**Paragraphs 3.26-3.33**)
- 2.8 To note the 2020/21 fees and charges that have been approved by the Executive. (**Paragraphs 3.34-3.36 and Appendices D1-D4**)
- 2.9 To approve the budgeted movements to/from earmarked reserves assumed as part of the 2020/21 revenue budget, and to note the policy on the minimum target level of General Fund balances. (**Paragraphs 3.37-3.41 and Table 8**)
- 2.10 To agree that any underspend on the General Fund budget at the end of the current 2019/20 financial year will be transferred to General Fund reserves and balances in order to improve the financial resilience of the Council. (**Paragraph 7.11**)

### **The HRA Budget and MTFFS (Section 4)**

- 2.11 To approve the balanced HRA 2020/21 budget and note the latest estimates over the 3-year MTFFS period. (**Paragraph 4.3 and Appendix E1**)
- 2.12 To note the 2020/21 HRA rents and other fees and charges that have been approved by the Executive. (**Tables 10-13 and Appendix E2**)

### **Capital Investment and Treasury and Investment Management (Section 5)**

- 2.14 To approve, subject to approval by the Executive on 27 February 2020, the 2020/21 to 2022/23 capital programme and Capital Strategy. (**Paragraph 5.1, Table 14 and Appendices F1-F2**)
- 2.15 To delegate authority to the Section 151 Officer, where necessary, to apply capital resources to fund the capital programme in the most cost-effective way for the Council. (**Paragraph 5.6**)
- 2.16 To approve the annual Treasury Management Strategy for 2020/21, which was considered by Audit Committee on 28 January 2020, and the Investment Strategy disclosures required by the Statutory Guidance on Local Government Investments. (**Paragraph 5.7 and Appendices G1-G4**)

### **Council Tax and Retained Business Rates (Section 6)**

- 2.17 To approve the calculations required for the determination of the 2020/21 council tax requirement and the level of council tax as detailed in **Section 6** and summarised below.

- 1) The 2020/21 council tax requirement of £98,768,282.10. (**Paragraph 6.2**)
  - 2) The relevant basic amount of Islington Band D council tax of £1,216.04, a 3.99% increase compared to 2019/20 (comprising 2.00% for expenditure on adult social care and 1.99% for other expenditure), and that this is not 'excessive'. (**Paragraphs 6.3 and 6.4**)
  - 3) The basic amount of Islington Band D council tax for dwellings to which no special item relates (i.e. outside of the Lloyd Square Garden Committee area) of £1,215.81. (**Paragraph 6.5**)
  - 4) The amount of 2020/21 council tax (excluding the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 6.7**)
  - 5) The total amount of 2020/21 council tax (including the GLA precept) for each valuation band over each of the Council's areas. (**Paragraph 6.9**)
- 2.18 To note arrangements for the London Business Rates Retention Pool in 2020/21, which will continue on a non-pilot basis. (**Paragraphs 6.10-6.13**)

### **Matters to Consider in Setting the Budget (Section 7)**

- 2.19 To have regard to the Acting Section 151 Officer's report on the robustness of the estimates included in the budget and the adequacy of the proposed financial reserves when making decisions about the budget and the level of council tax, as required under Section 25(2) of the Local Government Act 2003. (**Paragraphs 7.1-7.11**)
- 2.20 To note the comments of the Monitoring Officer. (**Paragraphs 7.12-7.16**)
- 2.21 To note the Resident Impact Assessment (RIA) on the budget proposals. (**Paragraphs 7.17-7.19 and Appendix H**)
- 2.22 To approve the Annual Pay Policy Statement 2020/21. (**Paragraph 7.20 and Appendix I**)

## **3 GENERAL FUND MTFs AND 2020/21 REVENUE BUDGET**

### **Overview**

- 3.1 The combination of central government funding cuts and rising costs and demand for services has meant that the Council has already made savings of £239m since 2010. Despite these significant financial challenges, the Council remains determined to make Islington fairer for all - making sure that every penny spent goes on things that will make the biggest difference to the lives of local people, particularly those who rely on the Council the most.
- 3.2 Islington's aim is to become the best council in the country at prevention and early intervention – helping residents nip problems in the bud, or better still prevent them from developing in the first place. The Council will always be there for Islington residents when it matters most, which is why there will be continued funding of vital services such as the Resident Support Scheme and free school meals for all nursery and primary school children. This will be done whilst protecting vital frontline services, with no closures of libraries, youth centres or leisure centres over the next three years.
- 3.3 In addition, a proposed package of budget growth in 2020/21 will help the Council to continue addressing some of the most pressing issues facing residents. This includes, for example, enhanced services to support victims of violence against women and girls; increased capacity to tackle anti-social behaviour; extra support for vulnerable young adults to help them increase skills and find work; investment in tackling homelessness and rough sleeping; and children's centre outreach.
- 3.4 The 2020/21 budget and MTFs is premised on a proposed increase in basic Islington council tax of 1.99% in 2020/21 and subject to review as part of future budget setting

cycles, assumed increases of 1.99% in 2021/22 and 2022/23. This 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. A 1.99% increase in basic Islington council tax (excluding the GLA precept) for the average (Band D) property equates to an increase of around 45p per week, or 4p per week for working aged council tax support recipients.

- 3.5 The 2020/21 budget also assumes that the Government’s adult social care council tax precept of 2.00% will be applied. This equates to a further increase of around 45p per week for the average (Band D) property, or 4p per week for working aged council tax support recipients.

### **Summary of MTFS 2020/21 to 2022/23 and Budget Assumptions**

- 3.6 The latest assumed budget position in 2020/21 and over the medium term is summarised in **Table 1** and detailed at **Appendix A**. This shows that the estimated net increase in central government funding is grossly insufficient to address the inflationary and demographic cost pressures that the Council is facing over the next three years. The resulting position is a gross budget gap of £11.130m in 2020/21 (balanced in full by the proposals in this report) and £39.442m over the medium term (with a remaining estimated 3-year gap of £10.627m after the proposals in this report). This is subject to the comments of the Acting Section 151 Officer in **Section 7** of this report regarding the additional medium-term budget risks that are not currently factored into the budget gap.

**Table 1 – Summary Budget Gap 2020/21 to 2022/23**

	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Cost Pressures (e.g. inflation/demography)	18.159	15.059	15.122	<b>48.340</b>
Central Government Funding	(13.698)	4.090	0.530	<b>(9.078)</b>
Other Net Funding Changes (e.g. tax base growth, funding substitutions)	(7.479)	5.918	(1.057)	<b>(2.618)</b>
Change in net transfer to/(from) reserves	14.148	(11.350)	0.000	<b>2.798</b>
<b>Gross Budget Gap</b>	<b>11.130</b>	<b>13.717</b>	<b>14.595</b>	<b>39.442</b>
Savings	(9.663)	(11.234)	(2.695)	<b>(23.592)</b>
Budget Growth	2.322	0.274	0.000	<b>2.596</b>
Assumed Council Tax Increase	(1.890)	(1.985)	(2.045)	<b>(5.920)</b>
Assumed Adult Social Care Precept	(1.899)	0.000	0.000	<b>(1.899)</b>
<b>Remaining Budget Gap</b>	<b>0.000</b>	<b>0.772</b>	<b>9.855</b>	<b>10.627</b>

### **Cost Pressures (e.g. Inflation/Demographic Growth)**

- 3.7 Based on recent pay settlements, the MTFS assumes a pay award of 2.00% per annum. This equates to pay inflation of approximately £3.544m per annum in 2020/21 and £10.846m over the 3-year MTFS period. The actual pay award could be higher than 2%, which would add to the budget gap (every 1% increase in pay equates to approximately £1.8m). The MTFS also assumes that the triennial review of the pension fund, currently being finalised, will have an overall neutral impact on budgets over the medium term.
- 3.8 In addition to pay inflation, the 2020/21 budget provides for non-pay/contract inflation pressures of approximately £5.539m based on worked-up submissions by services. This includes an estimated £3.1m inflation on the Council’s adult social care contracts with service providers and the associated London Living Wage cost increases. It is assumed that these non-pay inflation pressures will continue and increase in line with inflation over the medium term (totalling £16.952m over the 3-year MTFS period).



- 3.9 Another significant MTFS cost pressure is the impact of demographic changes (e.g. increasing aged 65 and over population) on the demand for Council services. It is estimated in **Table 2** that the required demographic budget growth to fund these pressures, after assumed demand reducing savings, will total £5.818m in 2020/21 and £15.320m over the medium term. These estimates should be reviewed annually as part of future MTFS refreshes due to significant volatility in the demand for services and given that the assumed demand reducing savings have not yet been realised. Further work is being undertaken to test the assumptions around the demand reduction savings, which may impact on the future level of demographic growth in the MTFS.

**Table 2 –Demographic Growth 2020/21 to 2022/23**

<b>Directorate/Client Group</b>	<b>20/21 £m</b>	<b>21/22 £m</b>	<b>22/23 £m</b>	<b>Total £m</b>
<b>Housing</b>				
Temporary Accommodation	0.217	0.184	0.197	<b>0.598</b>
<b>Total Housing</b>	<b>0.217</b>	<b>0.184</b>	<b>0.197</b>	<b>0.598</b>
<b>People</b>				
Memory, Cognition & Physical Support	0.814	1.219	1.017	<b>3.050</b>
Mental Health	0.538	0.538	0.538	<b>1.614</b>
Learning Disabilities	1.672	1.511	1.926	<b>5.109</b>
<b>Total Adult Social Services</b>	<b>3.024</b>	<b>3.268</b>	<b>3.481</b>	<b>9.773</b>
Children Looked After	0.880	0.880	0.880	<b>2.640</b>
Joint Agency Panel	0.778	0.150	0.163	<b>1.091</b>
16+ Supported Accommodation	0.623			<b>0.623</b>
Care Leaver "offer"	0.101	(0.010)	(0.031)	<b>0.060</b>
Special Educational Needs & Disabilities Transport	0.195	0.210	0.130	<b>0.535</b>
<b>Total Children, Employment and Skills</b>	<b>2.577</b>	<b>1.230</b>	<b>1.142</b>	<b>4.949</b>
<b>Total People</b>	<b>5.601</b>	<b>4.498</b>	<b>4.623</b>	<b>14.722</b>
<b>Overall Total</b>	<b>5.818</b>	<b>4.682</b>	<b>4.820</b>	<b>15.320</b>

- 3.10 Based on latest estimated capital expenditure profiles and assumptions around interest rates, the corporate financing account budget (borrowing costs and investment income) has been adjusted to reflect forecast costs in 2020/21 to 2022/23. This has resulted in a budget reduction, compared to 2019/20, of £3.479m in 2020/21 and £2.407m over the 3-year MTFS period (before factoring in any budget growth for the revenue cost of increasing the capital programme). This surplus position is due to the historical approach of budgeting up-front for the full long-term annual cost of borrowing whilst actual costs forecast over the medium term are significantly lower. In addition, the budget adjustment takes into account the increase in investment income in recent years. There may be a need to replenish the corporate financing account budget in future budget setting cycles to reflect any change in treasury management assumptions.
- 3.11 The Council is committed to paying a number of levies to external organisations. The latest estimated levies for 2020/21 and over the medium term are shown in **Table 3**. These are based on latest estimates and indications from levying bodies or, where unavailable, a 2% inflationary increase is assumed. With the exception of the North London Waste Authority (NLWA) levy, individual levies are estimated to increase by no more than inflation over the medium term.

- 3.12 The NLWA levy contributes towards paying for the disposal of household waste across seven north London boroughs including Islington. The NLWA levy estimates in **Table 3** are based on the agreed NLWA budget for 2020/21 and indicative estimates of the overall levy increases in 2021/22 and 2022/23. These indicative estimates for 2021/22 and 2022/23 are subject to significant change depending on the NLWA net expenditure requirement and estimated borough waste tonnages for those financial years (including the availability of any balances not currently assumed by the NLWA).

**Table 3 – Levies 2020/21 to 2022/23**

	<b>2019/20 Budget £m</b>	<b>2020/21 Budget £m</b>	<b>2021/22 Estimate £m</b>	<b>2022/23 Estimate £m</b>
Concessionary Fares ('Freedom Pass')	11.449	11.392	11.620	11.852
Environment Agency (Thames Region)	0.181	0.186	0.190	0.194
Inner London North Coroners Court	0.350	0.332	0.338	0.345
Lee Valley Regional Park Authority	0.195	0.190	0.194	0.198
London Boroughs Grants Scheme	0.178	0.179	0.183	0.186
London Pensions Fund Authority	1.162	1.162	1.185	1.209
North London Waste Authority	6.152	6.363	7.351	7.637
Traffic and Control Liaison Committee	0.295	0.268	0.268	0.268
<b>Total</b>	<b>19.962</b>	<b>20.072</b>	<b>21.329</b>	<b>21.889</b>
<b>Year-on-Year Increase (£m)</b>		<b>0.110</b>	<b>1.257</b>	<b>0.560</b>
<b>Year-on-Year Increase (%)</b>		<b>0.55%</b>	<b>6.26%</b>	<b>2.63%</b>

- 3.13 The 2020/21 budget includes, for the first time, permanent budget provision for the estimated ongoing cost (£0.725m) of fulfilling our statutory duty to provide housing and subsistence support to people with No Recourse to Public Funds (NRPF) and European Economic Area (EEA) nationals who may be prevented from accessing welfare benefits and housing support. This has been an unbudgeted cost pressure for a number of years, funded on a one-off basis each year from underspends elsewhere in the budget. It looks unlikely that this will be addressed by the Government as part of their so-called fairer funding review, and so we are making this permanent budget adjustment to ensure that we continue to provide this important safety net.

### **Central Government Funding**

- 3.14 The Final Local Government Finance Settlement for 2020/21 was announced on 6 February 2020 with no changes to the provisional settlement that was announced in December 2019. At the time of finalising this report, the final settlement is still subject to formal approval by Parliament.
- 3.15 Based on the final settlement, the 2020/21 budget contains the following assumptions around central government funding.
- 3.15.1 Settlement Funding Assessment (revenue support grant, business rates baseline and top-up grant) will be uprated by 1.6% in 2020/21 in line with the change in the small business non-domestic rating multiplier. As the London Business Rates Retention Pilot Pool will end, Revenue Support Grant will be reinstated as a component of SFA rather than being paid via retained business rates (as applied in 2018/19 and 2019/20).
- 3.15.2 The New Homes Bonus (NHB) will operate on the same basis in 2020/21 as in 2019/20 but any new 2020/21 allocations will be one-off and will not result in legacy payments being made in subsequent years on those allocations. Based on this,

Islington will receive £5.269m NHB grant in 2020/21, diminishing to £0.649m by 2022/23 as legacy payments for prior year housing growth fall out.

- 3.15.3 In total, social care grant funding will increase by £5.985 in 2020/21, as summarised in **Table 4**. Within this, the Winter Pressures Grant will no longer be ring-fenced for alleviating winter pressures and will be rolled into the Improved Better Care Fund, and the previous Social Care Support Grant will be rolled into the new Social Care Grant. The MTFS assumes that the total social grant funding expected to be received in 2020/21 will continue over the medium term as part of the ongoing base budget.

**Table 4 –Social Care Grant Funding**

	<b>2019/20 £m</b>	<b>2020/21 £m</b>
Improved Better Care Fund	12.790	14.076
Winter Pressures Grant	1.286	0.000
Social Care Support Grant	2.197	0.000
Social Care Grant	0.000	8.182
<b>Total</b>	<b>16.273</b>	<b>22.258</b>
<b>Year-on-Year Increase</b>		<b>5.985</b>

- 3.15.4 The former Independent Living Fund (ILF) recipient grant, which funds pre-existing ILF arrangements following the closure of the ILF in 2015, will continue in 2020/21 at 2019/20 levels (£1.182m for Islington). The MTFS assumes that this funding will continue over the medium term. However, there is a risk that it ends in 2021/22, as it was only ever confirmed up until 2019/20 (now extended to 2020/21).
- 3.16 The following separate funding streams sit outside the main funding local government finance settlement.
- 3.16.1 Public Health grant – Pending the announcement of 2020/21 public health grant allocations, the MTFS assumes that Islington will receive public health grant of £25.667m in 2020/21 (a 1.7% inflationary increase based on the September 2019 Consumer Price Index).
- 3.16.2 Homelessness grants – Provisional 2020/21 allocations have been announced for the Flexible Homelessness Support Grant (£2.141m, unchanged from 2019/20) and the HRA/Prevention pot (£0.906m, an increase of £0.569m from 2019/20). The MTFS assumes that any decrease in homelessness funding in subsequent years would be contained within the available external funding and any carried forward funding from previous years.
- 3.16.3 Troubled Families programme funding – The Troubled Families programme was due to end in March 2020 but the Government has confirmed that funding will now continue in 2020/21. The MTFS currently assumes that costs will be contained within the available Government funding, which is subject to demonstrating in the monitoring visit that the work carried out continues to represent value for money in outcomes for families and continued transformation. The Government has made a manifesto commitment to ‘improve the Troubled Families programme’ and the medium-term financial implications of this will need to be reviewed as further information becomes available.
- 3.17 The longer-term central government Spending Review and planned reforms to the local government finance system around business rates retention and so-called fairer funding (Review of Relative Needs and Resources) have been delayed until 2021/22. Combined with the unknown impact of a new Government on local government funding, it is very difficult to estimate with any accuracy the budget gap in 2021/22 and 2022/23.

- 3.17.1 The latest emerging analysis from our external financial advisors indicates that inner London boroughs such as Islington will be hit harder by the fairer funding review and that, looking at this review in isolation, the Council could lose £23.6m of central government funding over the five years from 2021/22 to 2025/26. This analysis is highly speculative based on limited available information from proposals under the previous Government, and more indicative of the overall direction of travel than precise funding estimates. Moreover, it is anticipated that this would be at least partially offset by other funding changes such as the needs-based redistribution of previous incentive-based funding (e.g. end of New Homes Bonus funding, reset of business rates retention growth). The MTFS currently assumes that the Council's overall central Government funding (including retained business rates) will be flat in cash terms in 2021/22 and 2022/23 (with the exception of the planned end to New Homes Bonus grant that is already factored into the MTFS). Based on the latest direction of travel, this cash flat assumption is now considered higher risk than previously and will need to be reviewed as part of the next MTFS refresh (including any implications from the Government's Budget announcement in March 2020).
- 3.17.2 There is additional uncertainty around the continuation of specific funding streams beyond 2020/21 (e.g. the former Independent Living Fund (ILF) recipient grant and Troubled Families programme funding) that is not currently reflected in the estimated medium-term budget gap.

### **Revenue Savings and Income Generation**

- 3.18 The 2020/21 revenue budget assumes new savings and income generation totalling £9.663m, of which £8.060m are prior agreed savings from the 2019/20 budget report and £1.603m are new savings for approval in this report. This is part of a revised savings programme totalling £23.592m over the course of 2020/21 to 2022/23, for approval, as summarised in **Table 5** and detailed in **Appendix B**.

**Table 5 – Total Savings Programme 2020/21 to 2022/23**

	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Total Assumed Savings	9.663	11.234	2.695	<b>23.592</b>

- 3.19 It should be noted that the 2020/21 to 2022/23 savings in **Table 5** are in addition to the assumed delivery of 2019/20 base budget savings totalling £13.475m. Based on an initial risk-based (Red/Amber/Green) review of the 2019/20 base budget savings in January 2020, £10.444m (78%) are Green rated, £0.621m are Amber rated and £2.410m are Red rated. Whilst the Amber and Red rated savings are being covered from one-off resources and underspends in the current financial year, there are significant risks around the ongoing delivery of these savings in future years.
- 3.20 There is a particularly high degree of risk around the cross-cutting savings assumed in the budget. At the point of finalising the 2020/21 budget estimates, £4.612m of cross-cutting savings agreed as part of the 2019/20 budget report (summarised in **Table 6**) have still not been allocated against specific budgets. This represents a budget risk of £1.712m in 2020/21 (i.e. the total of 2019/20 and 2020/21 unallocated savings) and £4.612m over the next three years (almost 20% of the total 3-year savings programme).

**Table 6 – Unallocated Cross-Cutting Savings**

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>Total £m</b>
Customer Programme	0.000	0.200	0.400	0.600
Organisation Design	0.500	0.250	0.000	0.750
Fairer Together (formerly Localities)	0.000	0.000	1.500	1.500

Supply Chain Review	0.410	0.352	0.500	1.262
Enterprise Resource Planner	0.000	0.000	0.500	0.500
<b>Total</b>	<b>0.910</b>	<b>0.802</b>	<b>2.900</b>	<b>4.612</b>

- 3.21 A similar risk-based review of the assumed 2020/21 to 2022/23 savings is now underway. The conclusions from the savings review, including any re-phasing of savings, will feed into the next refresh of budget assumptions at the outset of the 2021/22 budget setting process. Any re-phasing of savings in-year will also be captured through the monthly revenue budget monitoring process.

### **Revenue Growth**

- 3.22 This identification of further new savings has helped to fund an ongoing revenue budget growth package, totalling £2.596m over two years and detailed at **Appendix C1**, that will help the Council to continue addressing some of the most pressing issues facing residents. This includes, for example, enhanced services to support victims of violence against women and girls; increased capacity to tackle anti-social behaviour; extra support for vulnerable young adults to help them increase skills and find work; investment in tackling homelessness and rough sleeping; and children's centre outreach.
- 3.23 In addition to this budget growth, **Appendix C2** summarises a package of one-off and ongoing additional/expanded service provision, totalling £3.576m in 2020/21 and £2.252m ongoing, that is funded from existing budgets and external funding (ring-fenced and/or one-off). The ongoing MTFS implications of this additional growth is currently being reviewed, including scope for containing within existing budgets, and will be reflected in the next refresh of budget assumptions at the outset of the 2021/22 budget setting process.

### **Net Revenue Budget 2020/21**

- 3.24 Based on all the budget assumptions, **Table 7** summarises the proposed 2020/21 net revenue budget by directorate. The movement between the 2019/20 and 2020/21 budget is shown in **Appendix A**.

**Table 7 – Net Revenue Budget 2020/21**

	<b>2020/21 Net Budget £m</b>
Chief Executive's	1.134
Environment and Regeneration	17.330
Housing	10.371
People	148.220
Public Health (net nil as wholly grant funded)	0.000
Resources	39.329
<b>Net Services</b>	<b>216.384</b>
Corporate Items	2.362
<b>Net Operating Budget</b>	<b>218.746</b>
Contingency	5.455
Transfer to/(from) Reserves	9.941
Corporate Specific Grants	(5.839)
<b>Net Budget Requirement</b>	<b>228.303</b>
Settlement Funding Assessment	(109.713)
Additional Business Rates Retention Income	(12.782)
One-off Collection Fund Surplus	(7.040)
<b>Council Tax Requirement</b>	<b>98.768</b>

3.25 It should be noted that the following variables could still significantly affect the 2020/21 budget:

- Confirmation of the public health grant allocation, which has not yet been announced;
- Any changes to the expected delivery and phasing of agreed savings following the risk-based review of the savings programme that is currently underway;
- Testing of the demand reduction savings assumed as part of the demographic growth estimates;
- Confirmation of the pay award (2% currently assumed);
- In-year performance of the London Business Rates Pool and impact on the Council's total business rates income;
- The finalisation of the triennial pension review; and
- Any developments connected with Brexit.

### **Dedicated Schools Grant (DSG) Funding**

3.26 The provisional DSG settlement for 2020/21 was announced on 19 December 2019. All allocations are provisional with a final settlement due for the schools block and the central schools services block before the start of the financial year. The early years block is subject to retrospective adjustments and will not be finalised by the DfE until summer 2021.

#### *Schools Block*

3.27 At a national level, Schools' Block funding is set to increase by £7.1bn by 2022/23 compared to 2019/20 funding levels, with a £2.6bn increase in 2020/21, a £2.2bn increase in 2021/22 and a £2.3bn increase in 2022/23. Islington will receive an additional £0.777m (1.7%) in 2020/21. Local authorities will have the freedom to set the Minimum Funding Guarantee (MFG) in local formulae between +0.5% and +1.84% per pupil. This means that all schools and academies can expect an increase in per pupil funding of at least 0.5% against pupil led factors. In Islington, this covers 80% of funding that is delegated to schools. Schools Forum have agreed to implement the National Funding Formula in full in 2020/21 with an MFG of 1.43%. This is due to be signed off by the Executive Member for Children's and Families.

#### *Central School Services Block (CSSB)*

3.28 The Council has received a 20% funding reduction (£0.165m) in relation to historic commitments, and a further 0.1% funding reduction (£0.012m) in relation to ongoing responsibilities. The resultant pressure is being managed through Schools Forum, through retention of CSSB funding that had previously been redirected to meet pressures against the High Needs Block. This was agreed by Schools Forum on 16 January 2020.

#### *High Needs Block*

3.29 The Government has announced an additional £700m nationally in 2020/21 to support children and young people with special educational needs. The expectation is that this funding will continue in 2021/22. However, there is no indication that there will be further growth beyond this, despite the additional £700m falling significantly short of the national shortfall in funding for high needs.

3.30 Based on indicative High Needs Block allocations, Islington will receive an additional £3.641m funding in 2020/21. This will go some way to offsetting DSG demographic pressures in relation to children and young people with high needs, which are currently running at around £1m per annum. In addition, it will provide scope to:

- Increase investment in the Council's capacity to deliver its local offer for children and young people with special educational needs and disabilities, particularly those who do not meet the threshold for a

- Provide an additional inclusion fund for schools where they are facing particular challenges through exceptional cohorts, circumstances or characteristics that could be addressed through additional short-term funding; and
- Provide enhanced individual support for a small number of children with complex autistic spectrum condition in mainstream schools.

3.31 It is estimated that this additional funding will be sufficient to meet high needs budget pressures until mid-2022/23. As there is no guarantee that the Council will receive further funding increases beyond 2020/21, any unused balances from 2020/21 and 2021/22 will be carried forward to phase in cost pressures from 2022/23.

#### *Early Years Block*

3.32 Provisional funding rates published by the DfE for Islington show that the hourly rate paid to the Council for 3 and 4 year old children provision is unchanged in 2020/21 at £7.81 per eligible child per hour, while the rate for 2 year old provision has increased by 8p (1.2%) to £6.58 per eligible child per hour. Islington is provisionally due to receive an additional £0.050m in 2020/21.

3.33 The local early years funding formula and factor values and central retention were agreed by Schools Forum on 16 January 2020. Central retention remains capped at 5% of Early Years Block funding. The Council is applying to the Secretary of State to disapply this regulation in order to enable the local funding formula for eligible 2 year olds to be cross-subsidised by funding for 3 and 4 year olds, as the cost of provision is greater for 2 year olds due to statutory requirements.

#### **Fees and Charges**

3.34 Some fees and charges are prescribed by statute and not within the Council's power to vary locally; others are discretionary and set as part of the annual budget setting process.

3.35 It is the Council's policy to increase discretionary fees and charges broadly in line with the average of the Retail Price Index (All Items) measure of inflation in the third quarter of the preceding calendar year (2.6% in Quarter 3 of 2019). This policy is subject to appropriate rounding for the purposes of administration and collection and any variation approved by the Executive.

3.36 The proposed discretionary fees and charges for 2020/21 are set out at **Appendices D1-D4**.

#### **General Fund Contingency, Reserves and Balances**

3.37 The ongoing corporate contingency budget available for use in 2020/21 is £5.455m. All directorates have agreed cash limited budget allocations and therefore take responsibility for delivering a balanced budget unless a business case is approved for an allocation from the corporate contingency budget.

3.38 The estimated level of General Fund earmarked reserves and balances available as one-off funding over the 3-year MTFs period, after taking into account both formally budgeted movements and additional known movements, is shown in **Table 8**.

**Table 8 – Estimated General Fund Reserves and Balances 2020/21 to 2022/23**

	<b>Estimated Balance 31 March 2020</b>	<b>Estimated Balance 31 March 2021</b>	<b>Estimated Balance 31 March 2022</b>	<b>Estimated Balance 31 March 2023</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Earmarked Reserves</b>				
BSF PFI Smoothing	5.049	5.703	6.236	6.764
Capital	0.750	0.000	0.000	0.000
Cemeteries	1.063	1.063	1.063	1.063
Community Infrastructure Levy	3.769	3.769	3.769	3.769
Housing Benefit	5.942	4.533	3.124	1.715
NNDR Smoothing	9.324	15.930	15.930	15.930
Services Specific	12.314	10.767	10.767	10.767
Street Markets	0.579	0.579	0.579	0.579
Transformation/Invest to Save	12.329	12.329	12.329	12.329
<b>General Balances</b>				
General Fund (non-schools)	10.881	11.315	11.315	11.315
Schools Balances	11.840	11.840	11.840	11.840
<b>Total</b>	<b>73.840</b>	<b>77.828</b>	<b>76.952</b>	<b>76.071</b>

3.39 The paragraphs below explain the purpose of each earmarked reserve and, for approval, any budgeted movements to/from earmarked reserves assumed as part of the 2020/21 revenue budget.

3.39.1 Building Schools for the Future PFI Smoothing Reserve – The annual costs of PFI schemes fluctuate over the lifecycle of the schemes. This earmarked reserve helps to smooth the budgetary impact of PFI costs across financial years.

3.39.2 Capital Reserve – This is one-off funding for expenditure previously in the capital programme that has been transferred to the revenue budget because it does not meet the definition of capital expenditure. The 2020/21 revenue budget includes a drawdown of £0.750m from this reserve, for approval.

3.39.3 Cemeteries Reserve – The Council operates a shared cemeteries service with the London Borough of Camden, and any surplus at the end of each financial year is carried forward through this earmarked reserve for future investment.

3.39.4 Community Infrastructure Levy (CIL) Reserve – This is the balance of CIL funding available in future financial years.

3.39.5 Housing Benefit Reserve – This reserve is fully committed to funding the transitional costs of implementing Universal Credit. There is an estimated shortfall of £1.409m in the housing benefit administration budget that is being bridged by an annual drawdown from the Housing Benefit reserve (i.e. funding ongoing budget from one-off resources). As such, the 2020/21 revenue budget includes a drawdown of £1.409m from this reserve, for approval. This base budget shortfall represents the amount by which the Council's housing benefit administration costs exceed the available housing benefits administration grant. There is sufficient balance in the Housing Benefit reserve to fund the base budget shortfall over the current 3-year MTFs period. The MTFs currently assumes that the base budget shortfall will be fully offset by a permanent reduction in ongoing expenditure upon the full



implementation of Universal Credit and that it will not add to the estimated budget gap. This assumption should be kept under review, including any changes to the Universal Credit full implementation timetable (currently by the end of 2023), as the future shape of the remaining housing benefit service becomes clearer.

3.39.6 NNDR Smoothing Reserve – This is an accumulation of unbudgeted retained business rates income, including the one-off financial gain from being part of the London Business Rates Retention Pilot Pool in 2018/19 and 2019/20. This one-off funding has been set aside, but not yet allocated, for risks around Government funding reforms and/or additional future one-off expenditure requirements. For approval, the 2020/21 revenue budget includes a transfer of £6.606m to this reserve, this representing the forecast 2019/20 Collection Fund surplus on the business rates account.

3.39.7 Services Specific Reserve – This reserve is used to carry forward revenue budgets between financial years where the profile of service expenditure spans more than one financial year, or to help mitigate the impact of delayed savings. For approval, the 2020/21 revenue budget includes the following budgeted movements to/from this reserve: drawdown of prior year interest savings on pensions costs to corporate items to reflect the annual profile of corporate pensions costs (£0.925m); and transfer to the reserve relating to the additional social care grant to be received in 2020/21 (£5.985m), pending the further working up of proposals and draw down for expenditure when it is incurred.

3.39.8 Street Markets – The Council operates three street markets at Chapel Market, Whitecross Street and Exmouth Market. Under laws governing the operation of these markets, any surplus at the end of each financial year is carried forward through this earmarked reserve for future costs of operating the markets.

3.39.9 Transformation – This provides up-front investment for the delivery of transformational revenue savings over the medium term, where this investment cannot be funded from within existing departmental budgets or other one-off resources.

3.40 The level of General Fund balances should be adequate to meet working balance requirements and to provide a reasonable allowance for unquantifiable risks that are not already covered within the Council's budget and any contingency sums. The estimated level of General Fund balances in **Table 8** is consistent with the existing policy to set a minimum target level at 5.0% of the net budget requirement. This includes an additional £0.434m to be transferred to balances in 2020/21, relating to the forecast 2019/20 Collection Fund surplus on the council tax account.

3.41 Ideally the level of General Fund reserves and balances would be higher going forward given the degree of risk around the medium-term budget assumptions. It is recommended that the forecast underspend on the General Fund budget at the end of the current 2019/20 financial year should be transferred to reserves in order to provide additional resilience for significant budget risks over the medium term (e.g. uncertain government funding levels).

## **4 HOUSING REVENUE ACCOUNT**

### **Overview**

4.1 The Housing Revenue Account (HRA) is a ring-fenced account, funded primarily from tenant rents and tenant and leaseholder service charges, covering the cost of:

- Managing and maintaining council-owned housing stock;

- Servicing existing debt taken on as part of HRA self-financing and new debt to support the delivery of the new build programme; and
  - Contributing towards the long-term investment in the stock.
- 4.2 The HRA has a 30-year business plan that is currently balanced over the medium/long term.
- 4.3 The proposed balanced HRA budget for 2020/21 and estimates over the 3-year MTFS period, based on current knowledge and assumptions, are shown at **Appendix E1**. The movements between the 2019/20 and 2020/21 HRA budget is summarised in **Table 9**.

**Table 9 – Summary of HRA Budget Changes 2019/20 to 2020/21**

	<b>£m</b>
<b>Expenditure</b>	
Pay inflation	1.7
Contractual inflation on repairs	0.8
Other inflation increases (e.g. PFI, depreciation, gas and electricity)	1.5
Interest charges in respect of borrowing for new build programme and temporary accommodation acquisition programme	1.5
Increase in bad debt provision related to Universal Credit	0.5
Other budget realignments	0.8
One-off contingency increase (Traffic Management Orders and bringing PFI2 in-house)	1.2
Increase in transfer to HRA Reserves	2.7
<b>Total Expenditure Increase</b>	<b>10.7</b>
<b>Income</b>	
Leaseholders – more closely aligning service charges with actual costs	(0.6)
Interest earned on HRA Balances	(0.2)
Budget realignments	(1.8)
Tenant service charges and parking income	(0.9)
Rent increase	(7.2)
<b>Total Income Increase</b>	<b>(10.7)</b>
<b>Net Movement</b>	<b>0.0</b>

**Rental Income and Other HRA Fees and Charges**

- 4.4 The Welfare Reform and Work Act 2016 required Local Authorities to reduce the rents, in respect of all properties held in the HRA, by 1% each year for four consecutive years between 2016/17 and 2019/20.
- 4.5 In February 2019, the Government issued a policy statement on rents for social housing effective from April 2020.
- 4.6 Compliance with this policy is effectively mandatory as for the first time the Government has included local authority social housing within the remit of the Regulator of Social Housing (previously the Regulator governed rent setting in respect of private registered providers of social housing only (i.e. housing associations)). The Regulator is required by direction from the MHCLG to have regard to the Government’s policy statement referred to above and therefore the Regulator’s new rent standard, published in May 2019 and effective from April 2020, reflects the Government’s policy statement.
- 4.7 The proposed 2020/21 rents set out below have been calculated in accordance with the new rent standard. The new rent standard does not apply to PFI managed properties.

### **LBI Managed General Needs Properties (excluding New Build Properties)**

- 4.8 **Table 10** sets out the average proposed rent for existing tenancies. The maximum permitted 2020/21 rent is the 2019/20 actual rent plus CPI 1.7% (September 2019) plus 1%. This applies unless it exceeds the lower of the national rent cap or the target rent in which case the 2020/21 rent will be the higher of: the national rent cap or the target rent, whichever is lower; or 2019/20 actual rent plus CPI 1.7% (September 2019) plus 0%.
- 4.9 97% of the LBI General Needs properties will be subject to the maximum rent increase in 2020/21 of 2.7% (i.e. CPI 1.7% at September 2019 plus 1%) as their maximum rent in 2020/21 is less than the lower of the national rent cap or the target rent.
- 4.10 Only 1% of the LBI General Needs properties have a target rent greater than the national rent cap.

**Table 10 – Existing Tenancies Average Weekly Rent 2020/21**

	<b>Proposed 2020/21</b>
Average Weekly Rent 2019/20	£108.03
Increase (£)	£2.90
Increase (%)	2.68%
Average Weekly Proposed Rent	£110.93

- 4.11 Properties will be re-let at the lower of the national rent cap or the target rent. As 99% of LBI General Needs properties have a target rent below the national rent cap, it is likely that re-lets will be at the target rent.
- 4.12 2019/20 target rents are permitted to increase by CPI 1.7% (September 2019) plus 1% and the national rent caps are based on the 2015/16 rent caps increased in 2020/21 by CPI 1.7% (September 19) plus 1.5%.
- 4.13 **Table 11** sets out the proposed average change in target rents and the proposed most likely average re-let rent in 2020/21.

**Table 11 – Re-Let Properties - Likely Average Weekly Rent 2020/21**

	<b>Proposed 2020/21</b>
Average Weekly Target Rent 2019/20	£113.28
Increase (£)	£3.06
Increase (%)	2.70%
Average Weekly Proposed Target Rent	£116.34

### **LBI Managed General Needs New Build Properties**

- 4.14 Existing Tenancies – 2020/21 rents will reflect an increase of CPI 1.7% (September 2019) plus 1%.
- 4.15 Re-Lets and first lets in 2020/21 - rents will be set at 2020/21 target rent (i.e. 2019/20 target rent plus CPI 1.7% (September 2019) plus 1%)

**LBI Managed Non-General Needs Properties used for Temporary Accommodation** (including Reception Centres & General Needs properties assigned to TA clients)

- 4.16 Existing Tenancies and Re-Let rents in 2020/21 will be set on the same basis as General Needs properties referred to above.

## **LBI Managed Property Acquisitions**

- 4.17 Existing Tenancies – 2020/21 rents will be set at the lower of the 2019/20 rent plus CPI 1.7% (September 2019) plus 1% or the relevant 2020/21 local housing allowance rate (subject to the latter being less than 80% of the market rent).
- 4.18 Re-Lets and first lets in 2020/21 – rents will be set at the relevant 2020/21 local housing allowance rate subject to this being less than 80% of the market rent.

## **Partners for Islington (PFI) Managed Properties**

- 4.19 It is proposed that existing Council policy continues to apply to all PFI managed properties.
- 4.20 This means that the principles of rent restructuring will continue to apply in that PFI properties in respect of existing tenancies (not previously re-let) will continue to move towards the lower of the 2020/21 PFI target rent or the PFI rent cap subject to a maximum increase of the 2019/20 actual rent plus CPI 1.7% (September 2019) plus 1% plus £2.
- 4.21 Where an existing tenancy rent is already at either the lower of the PFI rent cap or target rent (if not previously re-let) or the target rent (if previously re-let), then the maximum increase will be plus CPI 1.7% (September 2019) + 1%.
- 4.22 PFI property re-lets in 2020/21 will have rents set at 2020/21 target rents (i.e. the 2019/20 target rent plus CPI 1.7% (September 2019) plus 1%).
- 4.23 **Table 12** below sets out the average change in PFI target rents and the proposed rent for PFI properties (existing tenancies not yet at the PFI rent cap or target rent).

**Table 12 – Existing Tenancies (Not at Target Rent or PFI Rent Cap in 2019/20)**  
**PFI Properties Average Weekly Rent 2020/21**

	<b>Proposed 2020/21</b>
Average Weekly Rent 2019/20	£151.50
Increase (£)	£4.70
Increase (%)	3.10%
Average Weekly Proposed Rent	£156.20

- 4.24 **Table 13** below sets out proposed target rent changes and the proposed target rent for re-let PFI properties.

**Table 13 – Re-Lets PFI Properties Weekly Rent 2020/21**

	<b>Proposed 2020/21</b>
Average Weekly Target Rent 2019/20	£162.90
Increase (£)	£4.39
Increase (%)	2.70%
Average Weekly Proposed Target Rent	£167.29

## **Other HRA Fees and Charges**

- 4.25 Other HRA fees and charges for 2020/21 are set out at **Appendix E2** and will increase by September 2019 RPI (2.4%), with the exception of the following charges:
- 4.25.1 Caretaking/Cleaning and Estate Services – On a 52-week basis the 2020/21 charges will increase by 60p or 3.9% per week. The increase reflects all inflationary increases

in respect of pay, utilities and running costs and the latest costs associated with the provision of these services. The overall average weekly increase to tenants when combining rent and service charges is an average increase of £3.50 or 2.80% per week.

4.25.2 Heating and Hot Water – Even though it is anticipated that there will be a significant increase in gas prices, in order to help tenants with their cost of living expenses it is proposed to freeze gas charges to tenants for the fourth year and use the tenants heating reserve (which was set up to smooth annual fluctuating gas costs) to absorb any increases in costs. Furthermore, the Kings Square estate will be added to the Bunhill energy network in 2020, and as such the 10% reduction in heating and hot water charges that applies to all tenants connected to the Bunhill energy network will be extended to Kings Square tenants with effect from April 2020.

4.25.3 Concierge Service - On a 52-week basis charges will increase by an average of 98p or 13% per week to reflect the phasing in of the full costs related to providing this service. The overall average weekly increase to tenants in receipt of the concierge service when combining rent and all service charges, including caretaking/cleaning and estate services, is an average increase of £4.49 or 3%.

## **5 CAPITAL PROGRAMME**

5.1 The 2020/21 to 2022/23 capital programme is summarised by directorate in **Table 14** and detailed at **Appendix F1**, subject to approval by the Executive on 27 February 2020. The related Capital Strategy, in compliance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities, is included at **Appendix F2**.

**Table 14 – Capital Programme 2020/21 to 2022/23**

	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>Total £000</b>
Environment and Regeneration	19.239	10.275	11.275	<b>40.789</b>
Housing	142.346	148.100	135.409	<b>425.855</b>
People	5.895	5.489	0.000	<b>11.384</b>
Corporate	0.890	0.000	0.000	<b>0.890</b>
<b>Total Capital Programme</b>	<b>168.370</b>	<b>163.864</b>	<b>146.684</b>	<b>478.918</b>

5.2 The capital programme will deliver £479m of capital investment over the next three years and includes the continuation of the following ongoing major programmes:

- Housing new build programme (£252m);
- Housing major works and improvements programme (£150m);
- Property acquisition programme to reduce the reliance on expensive private sector temporary accommodation and improve the quality of temporary accommodation (£24m);
- Fleet replacement programme to help meet all new emissions standards in London (£5m); and
- Structural maintenance of the highways infrastructure including carriageways, footways and drainage (£4.2m).

5.3 In addition to these existing ongoing programmes, the capital programme at **Appendix F1** includes a new £10.2m investment pot that is focused on the Council's non-housing assets and shaped around the following three themes:

- Tackling urgent maintenance and improvement backlogs;

- Providing top-up funding to ensure that in-flight schemes are completed or accelerated; and
  - Delivering new schemes.
- 5.4 Project milestones and delivery timescales for the new £10.2m capital investment pot are still being worked up. Whilst the full £10.2m is currently profiled in 2020/21, it is unlikely that all schemes will be live during 2020/21 and therefore expenditure is likely to be incurred across financial years. Any re-profiling will be reported as part of the in-year financial monitoring to the Executive.
- 5.5 This additional capital investment will be delivered in the context of work to establish a strategic, long-term approach to managing and enhancing the Council's asset base. This work is underpinned by the Council's ambition to:
- Establish an asset-enabled model of policy and service delivery that more effectively aligns the Council's asset base to the creation of a fairer place;
  - Unlock maximum value from the Council's asset base for residents, staff & partners;
  - Establish a unified governance framework and joined-up decision-making;
  - Build an effective operating model to support delivery;
  - Ensure we fully understand and tackle the maintenance backlog across our current asset base;
  - Turbo-charge our house-building capacity; and
  - Make public commitment to invest in a community asset base as a key part of the Council's civic leadership role
- 5.6 The estimated funding of the capital programme is summarised in **Table 15**. At the end of each financial year, the Section 151 Officer will apply resources to finance capital expenditure in the most cost effective way for the Council.

**Table 15 – Estimated Funding of Capital Programme 2020/21 to 2022/23**

	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>Total £000</b>
<b><u>General Fund Programme</u></b>				
Capital Grant	1.900	3.067	1.700	<b>6.667</b>
Section 106/Community Infrastructure Levy	7.500	7.500	7.500	<b>22.500</b>
Capital Receipts	1.237	21.135	12.728	<b>35.100</b>
General Fund Borrowing	35.806	5.197	2.075	<b>43.078</b>
<b>Total General Fund</b>	<b>46.443</b>	<b>36.899</b>	<b>24.003</b>	<b>107.345</b>
<b><u>HRA Programme</u></b>				
Capital Grant	9.450	6.950	0.000	<b>16.400</b>
Capital Receipts	18.089	13.314	25.714	<b>57.117</b>
HRA Reserves	53.898	54.698	56.908	<b>165.504</b>
HRA Borrowing	40.490	52.003	40.059	<b>132.552</b>
<b>Total HRA</b>	<b>121.927</b>	<b>126.965</b>	<b>122.681</b>	<b>371.573</b>
<b>Total Capital Programme</b>	<b>168.370</b>	<b>163.864</b>	<b>146.684</b>	<b>478.918</b>

- 5.7 The annual Treasury Management Strategy for 2020/21, in line with the requirements of the CIPFA Treasury Management Code, was considered by Audit Committee on 28 January 2020, and is included at **Appendices G1-G3**. The Investment Strategy disclosures

required by the Statutory Guidance on Local Government Investments are provided at **Appendix G4**.

## **6 COUNCIL TAX AND RETAINED BUSINESS RATES 2020/21**

### **Islington Council Tax Base 2020/21**

- 6.1 On 28 January 2020, the Audit Committee agreed a Band D equivalent council tax base for 2020/21 of 81,221.2 properties for the Council's whole area (an increase of 2.13% compared to 2019/20), and 45.2 properties for the Lloyd Square Garden Committee area. This assumes a budgeted council tax collection rate of 98.0%, unchanged from 2019/20.

### **Council Tax 2020/21**

- 6.2 Sections 31A and 31B of the amended Local Government Finance Act (LGFA) 1992 require the Council to calculate its gross expenditure, gross income and council tax requirement. For these purposes, HRA expenditure and income is included even though it has no effect on council tax, and the gross expenditure figure includes special expenses relating to part only of the Council's area. The calculation of the 2020/21 council tax requirement is set out in **Table 16**.

**Table 16 – Section 31A (amended LGFA 1992) Calculation 2020/21**

	<b>£</b>
Aggregate of the amounts which the Council estimates for items set out in Section 31A (2) (a) to (f) of the LGFA 1992 <b>(A)</b>	1,025,849,082.10
Aggregate of the amounts which the Council estimates for items set out on Section 31A (3) (a) to (d) of the LGFA 1992 <b>(B)</b>	(927,080,800.00)
Calculation of the council tax requirement under Section 31A (4), being the amount by which the sum aggregated at <b>(A)</b> above exceeds the aggregate at <b>(B)</b> above	<b>98,768,282.10</b>

- 6.3 The calculation of the relevant (average) 2020/21 council tax per Band D property is set out in **Table 17**.

**Table 17 – Section 31B (amended LGFA 1992) Calculation 2020/21**

Council Tax Requirement	<b>98,768,282.10</b>
Council Tax Base	81,221.2
<b>2020/21 Relevant Basic Band D Council Tax</b>	<b>1,216.04</b>
<b>Increase Compared to 2018-19</b>	<b>3.99%</b>

- 6.4 Each billing authority and precepting authority must determine whether its relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive, a referendum must be held in relation to that amount. For 2020/21, the relevant basic amount of council tax for Islington would be excessive if it is 4% (comprising 2% for expenditure on adult social care, and 2% for other expenditure), or more than 4%, greater than 2019/20. Therefore, the proposed 3.99% increase in the relevant basic amount of Band D Islington council tax, which comprises 2.00% for expenditure on adult social care and 1.99% for other expenditure, is not excessive.
- 6.5 Additional council tax calculations are required where special items relate to part only of the Council's area (for Islington, the Lloyd Square Garden Committee special expense). The calculation of the 2020/21 basic amount of council tax for dwellings in Islington to

which no special item relates (i.e. outside the Lloyd Square Garden Committee area) is shown in **Table 18**.

**Table 18 – 2020/21 Basic Council Tax for All Other Parts of the Council’s Area**

Council Tax Requirement (including Lloyd Square Garden Committee special expense)	<b>98,768,282.10</b>
Less Lloyd Square Garden Committee special expense	(£18,922.10)
<b>Council Tax Requirement (excluding special expenses)</b>	<b>98,749,360.00</b>
Council Tax Base	81,221.2
<b>2020/21 Basic Band D Council Tax for All Other Parts of the Council’s Area</b>	<b>£1,215.81</b>
<b>Increase Compared to 2018-19</b>	<b>3.99%</b>

- 6.6 The Lloyd Square Garden Committee special expense is £18,922.10 in 2020/21. When this is divided by the Lloyd Square Garden Committee Band D tax base (45.2), it gives a charge of £418.63 per Band D property for 2020/21. This will be charged to Lloyd Square Garden area dwellings in addition to the basic Islington Band D council tax of £1,215.81 for all other parts of the Council’s area.
- 6.7 The 2020/21 basic amount of Islington council tax for each valuation band for the Lloyd Square Garden area and all other parts of the Council’s area are shown in **Table 19**. These amounts are calculated by multiplying the Band D council tax amount per property by the proportions set out in Section 5(1) of the LGFA 1992.

**Table 19 – Basic Islington Council Tax 2020/21**

<b>Valuation Band</b>	<b>Lloyd Square Garden Area (£)</b>	<b>All Other Parts of the Council’s Area (£)</b>
A	1,089.63	810.54
B	1,271.23	945.63
C	1,452.84	1,080.72
<b>D</b>	<b>1,634.44</b>	<b>1,215.81</b>
E	1,997.65	1,485.99
F	2,360.86	1,756.17
G	2,724.07	2,026.35
H	3,268.88	2,431.62

- 6.8 The proposed 2020/21 GLA precept for each valuation band is shown in **Table 20**.



**Table 20 – GLA Precept 2020/21**

<b>Valuation Band</b>	<b>GLA (£)</b>
A	221.38
B	258.28
C	295.17
<b>D</b>	<b>332.07</b>
E	405.86
F	479.66
G	553.45
H	664.14

- 6.9 Once the proposed 2020/21 GLA precept has been announced, **Table 21** will show the total amount of 2020/21 council tax (including GLA precept) for each valuation band over each of the Council's areas.

**Table 21 – Total Islington and GLA Council Tax 2020/21**

<b>Valuation Band</b>	<b>Lloyd Square Garden Area (£)</b>	<b>All Other Parts of the Council's Area (£)</b>
A	1,311.01	1,031.92
B	1,529.51	1,203.91
C	1,748.01	1,375.89
<b>D</b>	<b>1,966.51</b>	<b>1,547.88</b>
E	2,403.51	1,891.85
F	2,840.52	2,235.83
G	3,277.52	2,579.80
H	3,933.02	3,095.76

**Retained Business Rates 2020/21**

- 6.10 London Government has agreed to extend its business rates retention pool in 2020/21 covering the GLA and the 33 London billing authorities even though the current 75% pilot will end.
- 6.11 The arrangements for the pool will be as follows:
- The locally retained share will revert back to the 2017/18 position – a 67% locally retained share split 37% for the GLA and 30% for the 33 billing authorities (including Islington);

- The central share payable to MHCLG will therefore be 33%;
  - Revenue Support Grant will be reinstated for the 33 local authorities rather than being paid via retained business rates (as applied in 2018/19 and 2019/20). The GLA's revenue support grant and the TfL capital investment grant will – as in 2017/18 – continue to be paid via retained business rates;
  - London will continue to pay a single tariff payment to MHCLG via the pool;
  - The levy on growth will be reinstated and there will be a single collective payment to MHCLG calculated and paid post year-end via the NNDR3 reconciliation process. A key benefit of pooling is that the collective levy rate would be lower and therefore London collectively would expect to pay a reduced levy in monetary terms; and
  - The entire monetary benefit of pooling – in effect the levy saving – will pass entirely to billing authorities in line with the existing distribution arrangements payable on an unringfenced basis. The Mayor has agreed that the GLA will therefore not receive a share of the pooling benefit. In addition the collective strategic investment pot will not continue.
- 6.12 A pool memorandum of understanding will need to be signed off by each member authority through their usual decision making processes.
- 6.13 Treasury management issues and monetary transfers between billing authorities, the pool and the Corporation of London as in 2019/20 will be managed on the Corporation's behalf by the GLA under a delegation arrangement. This reflects the fact that the GLA already has the systems in place to manage payment flows to and from billing authorities for business rates retention as well as council tax and the Business Rates Supplement. Central share and transitional relief protection payments as well as its applicable share of prior year collection fund surpluses or deficits will continue to be paid by billing authorities direct to MHCLG.

## **7 MATTERS TO CONSIDER IN SETTING THE BUDGET**

### **Comments of the Section 151 Officer**

- 7.1 This section contains the Acting Section 151 Officer's report on the robustness of the estimates included in the budget and the adequacy of the proposed financial reserves, as required under Section 25(1) of the Local Government Act 2003. Section 25(2) of the same Act requires the authority to have regard to this report of the Acting Section 151 Officer when making decisions about the budget and the level of council tax.
- 7.2 The process for compiling the budget estimates for a given financial year is an ongoing process within the medium-term financial planning cycle that begins almost three years before any given budget report is agreed. This is a Council-wide process involving all spending departments whereby estimates are worked up, challenged and refined as further information becomes known. It also takes into account the most recently available budget monitoring information and the latest view on budget assumptions for the forthcoming financial year. It is important to note that any one-year budget report is essentially a 'snapshot' and an estimate at a given time – assumptions and estimates are subject to change before, during and after the setting of the Council's budget. Notwithstanding the comments on the ongoing and evolving medium-term position, the thoroughness of the overall budget process provides assurance on the robustness of the Council's budget estimates and proposed financial reserves for the forthcoming financial year.
- 7.3 The 2020/21 budget assumptions in respect of central government funding reflect the published Final Local Government Finance Settlement for 2020/21 and related announcements. Within this, it should be noted that all social care grant funding in 2020/21 (totalling £22.258mm) is now assumed as part of the ongoing base budget. Whilst public

health grant allocations for 2020/21 have yet to be announced, the inflationary increase assumed in the budget is considered robust based on latest indications from the Government.

- 7.4 It should be highlighted that the 2020/21 to 2022/23 savings programme presented in this report is in addition to the assumed ongoing delivery of 2019/20 savings totalling £13.475m. There remain significant risks around the ongoing delivery of some of the 2019/20 savings in future financial years, particularly those that are being covered from one-off resources in 2019/20 and cross-cutting savings that have still not been allocated against specific budgets. A similar risk-based review of the assumed 2020/21 to 2022/23 savings is now underway. The conclusions from this savings review, including any re-phasing of savings, will feed into the next refresh of budget assumptions at the outset of the 2021/22 budget setting process.
- 7.5 At the point of finalising the 2020/21 budget estimates, £4.612m of cross-cutting savings agreed as part of the 2019/20 budget report have still not been allocated against specific budgets. This represents a significant budget risk of £1.712m in 2020/21 and £4.612m over the next three years (almost 20% of the total 3-year savings programme). These high-level savings themes should by now be much further worked up into concrete proposals and individual delivery projects. It is critical that the deliverability of the unallocated cross-cutting savings is reviewed as soon as possible and that they are either allocated against specific budgets where robust plans exist to deliver the savings, or factored into the estimated budget gap at the outset of the 2021/22 budget setting process.
- 7.6 Overall, the 2020/21 budget estimates and available contingency and reserves are considered broadly sufficient to cover known commitments and risks in the forthcoming financial year, but with the caveat that there are concerns around the ongoing delivery of savings over the medium term. This includes the demand reducing savings assumed as part of the demographic growth estimates, as these savings have not yet been realised. There is also a significant risk that the ongoing budget growth included at **Appendix C2** could add to the medium-term budget gap.
- 7.7 The longer-term central government Spending Review and planned reforms to the local government finance system around business rates retention and so-called fairer funding (Review of Relative Needs and Resources) have been delayed until 2021/22. Combined with the unknown impact of a new Government on local government funding, it is very difficult to estimate with any accuracy the budget gap in 2021/22 and 2022/23.
- 7.8 The latest emerging analysis from our external financial advisors indicates that inner London boroughs such as Islington will be hit harder by the fairer funding review and that, looking at this review in isolation, the Council could lose £23.6m of central government funding over the five years from 2021/22 to 2025/26. This analysis is highly speculative based on limited available information from proposals under the previous Government, and more indicative of the overall direction of travel than precise funding estimates. Moreover, it is anticipated that this would be at least partially offset by other funding changes such as the needs-based redistribution of previous incentive-based funding (e.g. end of New Homes Bonus funding, reset of business rates retention growth). The MTFS currently assumes that the Council's overall central Government funding (including retained business rates) will be flat in cash terms in 2021/22 and 2022/23 (with the exception of the planned end to New Homes Bonus grant that is already factored into the MTFS). Based on the latest direction of travel, this cash flat assumption is now considered higher risk than previously and will need to be reviewed as part of the next MTFS refresh (including any implications from the Government's Budget announcement in March 2020).

- 7.9 It should also be noted that there is an estimated shortfall of £1.409m in the housing benefit administration budget that is being bridged by an annual drawdown from the Housing Benefit reserve (i.e. funding ongoing budget from one-off resources). The MTFS currently assumes that this base budget shortfall will be fully offset by a permanent reduction in ongoing expenditure upon the full implementation of Universal Credit and that it will not add to the estimated budget gap. This assumption should be kept under review, including any changes to the Universal Credit full implementation timetable (currently by the end of 2023), as the future shape of the remaining housing benefit service becomes clearer.
- 7.10 Given the huge risks and uncertainties around the medium-term financial outlook, it is possible that the estimated budget gap presented in **Table 1** (based on the current MTFS assumptions) could be significantly higher and therefore it should be treated with caution. The robustness of all MTFS assumptions should be reviewed in early spring 2020, including different funding scenarios, in order to shape the 2021/22 budget setting process from the outset.
- 7.11 In setting a minimum target level of General Fund balances at 5.0% of the net budget requirement, consideration has been given to the key assumptions and risks inherent in the 2020/21 budget and over the medium term, the views of the Council's auditor and the level of earmarked reserves and provisions. However, ideally the level of General Fund reserves and balances would be higher going forward given the concerns over the medium-term budget position. It is recommended that the forecast underspend on the General Fund budget at the end of the current 2019/20 financial year should be transferred to reserves in order to provide additional resilience for significant budget risks over the medium term (e.g. uncertain government funding levels).

#### **Comments of the Monitoring Officer**

- 7.12 This report sets out the basis upon which a recommendation will be made for the adoption of a lawful budget and the basis for the level of the council tax for 2020/21. It also outlines the Council's current and anticipated financial circumstances, including matters relating to the General Fund budget and MTFS, the HRA, the capital programme, and borrowing and expenditure control.
- 7.13 The setting of the budget and council tax by Members involves their consideration of choices. No genuine and reasonable options should be dismissed out-of-hand and Members must bear in mind their fiduciary duty to the council taxpayers of Islington.
- 7.14 Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided. Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably. Where a service is derived from a statutory power and is in itself discretionary that discretion should be exercised reasonably.
- 7.15 The report sets out the relevant considerations for Members to consider during their deliberations and Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the Council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision which no reasonable authority could come to; balancing the nature, quality and level of services which they consider should be provided against the costs of providing such services.
- 7.16 Under the constitutional arrangements, the setting of the Council budget is a matter for the Council, having considered recommendations made by the Executive. Before the final recommendations are made to the Council, the Policy and Performance Scrutiny Committee

must have been given the opportunity to scrutinise these proposals and the Executive should take into account its comments when making those recommendations.

### **Resident Impact Assessment**

- 7.17 The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (Section 149 Equality Act 2010). The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding.
- 7.18 It is difficult to make savings on the scale required without any impact on residents, and there will inevitably be some impact on particular groups, including those with protected characteristics as defined by the Equality Act. The Council is not legally obligated to reject savings with negative impacts on any particular groups but must consider carefully and with rigour the impact of its proposals on the Public Sector Equality Duty, take a reasonable and proportionate view about the overall impact on particular groups and seek to mitigate negative impacts where possible.
- 7.19 A Resident Impact Assessment (RIA) of the budget proposals is set out at **Appendix H**. It is supplemented at a departmental level by detailed RIAs of major proposals. These demonstrate that the Council has met its duties under the Equality Act 2010 and has taken account of its duties under the Child Poverty Act 2010.

### **Annual Pay Policy Statement 2020/21**


- 7.20 Section 38 of the Localism Act 2011 requires local authorities to publish an annual 'Pay Policy Statement', setting out their policies in respect of chief officer remuneration and other specified matters. Regard must be had to guidance to be published by the Secretary of State in preparing the statement, which must be approved by full Council. The Council is then constrained by its pay policy statement when making determinations on chief officer pay, although the statement may be amended at any time by a further resolution of the full Council. The Council's Annual Pay Policy Statement for 2020/21 is provided at **Appendix I**.

### **Appendices:**

- Appendix A – General Fund Medium-Term Financial Strategy 2020/21 to 2022/23
- Appendix B – General Fund Revenue Savings and Income Generation 2020/21 to 2022/23
- Appendix C1 – General Fund Revenue Budget Growth
- Appendix C2 – Extended/Additional Provision Funded from Existing Budgets/External Funding
- Appendix D1 – General Fund Fees and Charges 2020/21
- Appendix D2 – Cemeteries Fees and Charges 2020/21
- Appendix D3 – GLL Activity Prices 2020/21
- Appendix D4 – GLL Memberships and Trampoline Pricing 2020/21
- Appendix E1 – HRA MTFS 2020/21 to 2022/23
- Appendix E2 – HRA Fees and Charges 2020/21
- Appendix F1 – Capital Programme 2020/21 to 2022/23 (to follow)
- Appendix F2 – Capital Strategy 2020/21
- Appendices G1-G3 – Treasury Management Strategy 2020/21 and related appendices
- Appendix G4 – Investment Strategy 2020/21
- Appendix H – Resident Impact Assessment
- Appendix I – Annual Pay Policy Statement 2020/21

**Background papers:** None

Final report clearance:

<b>Signed by:</b>		19 February 2020
	<b>Executive Member for Finance, Performance and Community Safety</b>	Date

**Responsible Officer:**

Steve Key (Assistant Director, Service Finance) (Acting Section 151 Officer)

**Report Author:**

Martin Houston, Strategic Financial Advisor

**Legal Implications Author:**

Peter Fehler (Acting Director of Law and Governance)

**Appendix A: Medium-Term Financial Strategy 2020/21 to 2022/23**

	2019/20	2020/21						2021/22						2022/23							
	Budget	Pay	Non Pay	Other	Growth	Savings	Budget	Pay	Non Pay	Other	Growth	Savings	Estimate	Pay	Non Pay	Other	Growth	Savings	Estimate		
	£m	Inflation	Inflation	Adjustments	£m	£m	£m	Inflation	Inflation	Adjustments	£m	£m	£m	Inflation	Inflation	Adjustments	£m	£m	£m		
Chief Executive's Directorate	1.953	(0.804)	0.035	0.025		(0.075)	1.134	0.036	0.000			(0.075)	1.095	0.036	0.000				1.131		
Environment and Regeneration	15.396	2.699	1.076	0.630	(0.100)	0.239	(2.610)	17.330	1.098	0.643	(0.075)	0.036	(2.224)	16.807	1.119	0.655		(0.375)	18.207		
Housing	8.808	0.181	0.078	0.332	0.860	0.497	(0.385)	10.371	0.080	0.339	0.085	0.228	(0.165)	10.937	0.081	0.345		0.197	11.561		
People - Adult Social Care	69.595	(0.403)	0.451	3.120	(10.118)	3.024	(2.120)	63.549	0.460	3.182		3.268	(2.185)	68.274	0.469	3.246		3.481	(0.495)	74.976	
People - Children, Employment and Skills	82.688	0.354	1.043	0.697	(1.367)	3.657	(2.401)	84.671	1.064	0.711	(0.330)	1.353	(2.198)	85.271	1.085	0.725	(0.040)	1.142	88.183		
People	152.283	(0.049)	1.494	3.817	(11.485)	6.681	(4.521)	148.220	1.524	3.893	(0.330)	4.621	(4.383)	153.545	1.554	3.971	(0.040)	4.623	(0.495)	163.159	
Public Health	0.000				0.224		(0.224)	0.000					(0.359)	(0.359)						(0.359)	
Resources Directorate	38.971	(1.417)	0.861	0.760	1.200		(1.046)	39.329	0.878	0.775	(0.014)		(0.928)	40.040	0.896	0.791				(1.825)	39.902
<b>NET COST OF SERVICES</b>	<b>217.411</b>	<b>0.610</b>	<b>3.544</b>	<b>5.539</b>	<b>(9.276)</b>	<b>7.417</b>	<b>(8.861)</b>	<b>216.384</b>	<b>3.615</b>	<b>5.650</b>	<b>(0.334)</b>	<b>4.885</b>	<b>(8.134)</b>	<b>222.066</b>	<b>3.687</b>	<b>5.763</b>	<b>(0.040)</b>	<b>4.820</b>	<b>(2.695)</b>	<b>233.601</b>	
Other Corporate Income/Expenditure	(0.013)	1.907			0.541	0.070		2.505			(0.925)	0.030		1.610						1.610	
Prior Agreed Cross-Cutting Savings	(1.100)	0.190					(0.802)	(1.712)			0.200		(3.100)	(4.612)						(4.612)	
Corporate Financing Account	(25.043)				(3.479)	0.653		(27.869)			0.780	0.041		(27.048)			0.292			(26.756)	
Central Pensions Costs	9.348							9.348						9.348						9.348	
Corporate Levies	19.962			0.110				20.072		1.257				21.329		0.560				21.889	
Special Expense - Lloyd Square	0.017							0.019						0.019						0.019	
<b>NET OPERATING EXPENDITURE</b>	<b>220.582</b>	<b>2.707</b>	<b>3.544</b>	<b>5.649</b>	<b>(12.213)</b>	<b>8.140</b>	<b>(9.663)</b>	<b>218.746</b>	<b>3.615</b>	<b>6.907</b>	<b>(0.279)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>222.711</b>	<b>3.687</b>	<b>6.323</b>	<b>0.252</b>	<b>4.820</b>	<b>(2.695)</b>	<b>235.098</b>	
Contingency	5.080	(2.707)			3.082			5.455						5.455						5.455	
Transfer to/(from) Earmarked Reserves	(4.207)				13.714			9.507			(10.916)			(1.409)						(1.409)	
Transfer to/(from) General Balances	0.000				0.434			0.434			(0.434)			0.000						0.000	
New Homes Bonus Grant	(5.051)				(0.218)			(5.269)			4.090			(1.179)			0.530			(0.649)	
LCTS administration subsidy grant	(0.565)				(0.005)			(0.570)						(0.570)						(0.570)	
<b>NET BUDGET REQUIREMENT</b>	<b>215.839</b>	<b>0.000</b>	<b>3.544</b>	<b>5.649</b>	<b>4.794</b>	<b>8.140</b>	<b>(9.663)</b>	<b>228.303</b>	<b>3.615</b>	<b>6.907</b>	<b>(7.539)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>225.008</b>	<b>3.687</b>	<b>6.323</b>	<b>0.782</b>	<b>4.820</b>	<b>(2.695)</b>	<b>237.925</b>	
Revenue Support Grant	0.000				(24.459)			(24.459)						(24.459)						(24.459)	
Business Rates Baseline	(129.815)				47.359			(82.456)						(82.456)						(82.456)	
(Top-up) Tariff	21.861				(24.659)			(2.798)						(2.798)						(2.798)	
<b>SETTLEMENT FUNDING ASSESSMENT</b>	<b>(107.954)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(1.759)</b>	<b>0.000</b>	<b>0.000</b>	<b>#####</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(109.713)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(109.713)</b>	
Additional business rates retention income	(10.207)				(2.575)			(12.782)						(12.782)						(12.782)	
Share of net benefit from London Pool	(2.948)				2.948			0.000						0.000						0.000	
Collection Fund (Surplus)/Deficit:																					
- Business Rates	(1.067)				(5.539)			(6.606)			6.606			0.000						0.000	
- Council Tax	(0.669)				0.235			(0.434)			0.434			0.000						0.000	
<b>COUNCIL TAX REQUIREMENT</b>	<b>92.994</b>	<b>0.000</b>	<b>3.544</b>	<b>5.649</b>	<b>(1.896)</b>	<b>8.140</b>	<b>(9.663)</b>	<b>98.768</b>	<b>3.615</b>	<b>6.907</b>	<b>(0.499)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>102.513</b>	<b>3.687</b>	<b>6.323</b>	<b>0.782</b>	<b>4.820</b>	<b>(2.695)</b>	<b>115.430</b>	

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**Appendix B: General Fund Savings and Income Generation 2020/21 to 2022/23**

#	Division	Description	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
		<i>Savings agreed by Council in prior year</i>	<i>8.060</i>	<i>9.632</i>	<i>1.825</i>	<i>19.517</i>
1	Traffic and Parking	Financial impact of separate policy decision to roll out School Streets phase 2	0.250	0.375	0.375	<b>1.000</b>
2	Temporary Accommodation	Further improve the quality and reduce the cost of temporary accommodation through purchasing more homes to be owned by the council and used by it for temporary accommodation	0.100	0.075	0.000	<b>0.175</b>
3	Temporary Accommodation	Offer more permanent housing to families in temporary accommodation	0.085	0.090	0.000	<b>0.175</b>
4	Adult Social Services	Negotiate Clinical Commissioning Group (CCG) contribution to London Living Wage (LLW) in Care UK care homes	0.000	0.250	0.000	<b>0.250</b>
5	Libraries	Rental income from letting surplus space at Central Library	0.040	0.015	0.000	<b>0.055</b>
6	Street Environmental Services / Greenspace	Integrate Greenspace and Street Environmental Services cleansing	0.090	0.000	0.000	<b>0.090</b>
7	Depots	Depot rationalisation	0.120	0.000	0.000	<b>0.120</b>
8	Highways	Improved use of technology and resource to focus more capacity on income generation	0.000	0.050	0.000	<b>0.050</b>
9	Learning Disabilities	Improve the strength based offer in Learning Disability services	0.000	0.255	0.495	<b>0.750</b>
10	Senior Management	Reduce senior management in the People directorate	0.350	0.000	0.000	<b>0.350</b>
11	Early Years Priority Referral	Delete vacant priority early learning post	0.052	0.000	0.000	<b>0.052</b>
12	Islington Community of Schools	Bring budget in line with current spend	0.025	0.000	0.000	<b>0.025</b>
13	Libraries	Staff savings through flexible retirements	0.016	0.020	0.000	<b>0.036</b>
14	Senior Management	Senior Management savings through creation of People directorate	0.068	0.000	0.000	<b>0.068</b>
15	Children Looked After	Increase use of pre-payment cards for Direct Payments	0.050	0.050	0.000	<b>0.100</b>
16	Senior Management	Reduction of one director post in the People directorate	0.150	0.000	0.000	<b>0.150</b>
17	Early Years	Delete vacant teacher advisory post	0.018	0.000	0.000	<b>0.018</b>
18	Public Health	Public Health workforce - efficiencies	0.016	0.179	0.000	<b>0.195</b>
19	Strategy and Change	Reduce number of national graduate trainees	0.070	0.070	0.000	<b>0.140</b>
20	Human Resources	Review of HR structure due to increased automation	0.000	0.157	0.000	<b>0.157</b>
21	Financial Operations	Management and staffing efficiencies across the Facilities Management division	0.080	0.000	0.000	<b>0.080</b>
22	Financial Operations	Unused legal budgets	0.023	0.000	0.000	<b>0.023</b>
23	Financial Operations	Reduction in facilities costs as Vorley Road is vacated	0.000	0.016	0.000	<b>0.016</b>
		<b>Total</b>	<b>9.663</b>	<b>11.234</b>	<b>2.695</b>	<b>23.592</b>

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**Appendix C1: General Fund Revenue Budget Growth 2020/21 to 2022/23**

#	Description	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
1	<b>Anti-social behaviour (ASB)</b> - Investment 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. It will tackle persistent problems and provide intelligence-led case management, drawing on other council services, the police and partner organisations, with the aim of resolving the problem. In addition, improvements will be made to residents' experience by adding capacity to provide better first response to and triage of enquiries via online reports and the ASB phone line.	0.239	0.036	0.000	<b>0.275</b>
2	<b>Specialist housing needs service</b> - Investment in dedicated homelessness prevention support for complex and high-risk cases. It will focus on complex households at risk of homelessness as well as residents at risk of homelessness due to domestic abuse, ASB and criminal activity and health-related issues.	0.280	0.044	0.000	<b>0.324</b>
3	<b>Equalities and policy</b> - Investment in a new leadership role to strengthen the co-ordination and delivery of policy & equalities work across the Council, with a particular focus on strengthening equalities impact assessment. The proposal also provides funding for expert advice on best practice approaches to policy and equalities.	0.070	0.030	0.000	<b>0.100</b>
4	<b>Violence Against Women &amp; Girls (VAWG)</b> - Investment in transforming the local partnership's approach to VAWG; sustaining good practice such as the IRIS project with GPs and the domestic abuse Housing First project; learning from the Keel project; enhancing work with perpetrators; increasing specialist advocacy; preventing intergenerational abuse; and upskilling the wider workforce. It will also enable the appointment of an additional complex needs outreach role, provide funding for a phone replacement scheme, and fund an additional resource to enhance daily MASH/MARAC case review activity.	0.600	0.050	0.000	<b>0.650</b>
5	<b>Improving employment and skills outcomes for vulnerable young adults</b> - Investment in a new in-house team of peripatetic employment and skills workers who will work with cohorts of vulnerable young adults to provide a bespoke blend of functional, vocational and employability skills in the context of planned experiences of the world of work.	0.250	0.073	0.000	<b>0.323</b>
6	<b>Mother Tongue Supplementary School Provision</b> - Supporting 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.	0.110	0.000	0.000	<b>0.110</b>
7	<b>Bright Start outreach</b> - Recruit three additional early childhood practitioners to work as part of the Bright Start area teams, enabling family activities to be extended to community venues and reaching more 'difficult to engage' families	0.120	0.000	0.000	<b>0.120</b>
8	<b>Revenue cost of capital borrowing</b> - Investment of an additional £10m in the capital programme from 2020/21 to tackle urgent maintenance and improvement backlogs; provide top-up funding to ensure that in-flight schemes are completed or accelerated; and deliver new schemes.	0.653	0.041	0.000	<b>0.694</b>
	<b>Total</b>	<b>2.322</b>	<b>0.274</b>	<b>0.000</b>	<b>2.596</b>

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**Appendix C2: Extended/Additional Provision Funded from Existing Budgets and External Funding**

#	Description	Anticipated Funding Source	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
1	<b>Rough Sleeping</b> - to continue providing support and effective interventions for rough sleepers. This will maintain current service levels, whether delivered in-house or contracted.	MHCLG/MOPAC	0.234	0.000	0.000	<b>0.234</b>
2	<b>Extend private rented sector licensing scheme</b> - one-off investment to extend the scheme to 7 wards (Finsbury Park, Caledonian, Holloway, Tollington, Junction, Highbury West & Hillrise), covering all private rental sector properties. Evidence to-date suggests declining benefits beyond the proposed extension scope. Income is forecast from 2021/22, and it is anticipated that the scheme will be self-financing from 2022/23. The scheme has forecast net income of £3.4m over a 7-year period.	Transformation Reserve	0.700	(0.700)	0.000	<b>0.000</b>
3	<b>Ensure stability for our Looked After Children and Unaccompanied Asylum Seeking Children (UASC)</b> - invest in developing a specialist foster carers scheme, enhance payments to carers and provide clinical support to carers. This will include substituting UASC grant funding which ends in June 2020 - a project which is successful in achieving status for children and addressing their risks and trauma.	Social Care Grant	0.500	0.000	0.000	<b>0.500</b>
4	<b>Enhance children's social care commissioning strategy</b> - develop and launch a revised children's social care commissioning strategy, necessary given significant changes in the external market and the increasing complexity and age mix of the Council's caseload	Social Care Grant	0.219	(0.219)	0.000	<b>0.000</b>
5	<b>Family Group Conferences (FGC) feasibility study</b> - to assess solutions for more effectively assisting families and communities to resolve their own problems. FGCs have a strong evidence base and are utilised when children are on the edge of care. This pilot will test the success of utilising this method, intervening earlier within Early Help to avoid escalation to specialist services.	Social Care Grant	0.050	(0.050)	0.000	<b>0.000</b>
6	<b>Bring Assistive Technology (AT) to life</b> - create a demonstration space, showcasing equipment and assistive technology to enable independence. Residents, their family members and Council staff will be able to visit this demonstration space in order to look at and try out AT for themselves. In parallel, we will deliver a pilot scheme, at this stage anticipated to target supported living schemes. This investment includes capital elements.	Social Care Grant	0.150	(0.150)	0.000	<b>0.000</b>
7	<b>Impact assessment of Adult Prevention &amp; Early Intervention</b> - needs assessment to better understand (1) the local drivers for adult specialist services in the borough, (2) the incidence of, and drivers for, 'failure demand' across the wider system and (3) develop a local evidence base to underpin and target our investment in prevention and early intervention. Ensures effective investment of social care grant and other transformation monies as well as de-risking savings commitments.	Social Care Grant	0.050	(0.050)	0.000	<b>0.000</b>
8	<b>Early intervention offer for young adults</b> - invest in transforming our Adult Prevention and Early Intervention offer for 16-24 year olds by taking a more strategic, inclusive, life course approach	Social Care Grant	0.829	0.000	0.000	<b>0.829</b>
9	<b>Invest in Adult Social Care workforce and practice development</b> - with a specific focus on early intervention and strengths-based working	Social Care Grant	0.150	0.220	0.000	<b>0.370</b>
10	<b>In-house adult social care services</b> - additional capacity and expertise to deliver a transformation of in-house adult social care services and outcomes for service users, and support associated savings delivery	Social Care Grant	0.375	(0.375)	0.000	<b>0.000</b>
11	<b>Improve our offer for children with Special Educational Needs and Disabilities (SEND)</b> - This has two aspects: improving support to families by ensuring that we fulfil our statutory duties in terms of timeliness of assessment and review of statutory plans; and improving our offer to children and young people with SEND who do not meet the threshold for a statutory plan.	High Needs Block (additional settlement)	0.204	0.000	0.000	<b>0.204</b>
12	<b>Attendance and persistent absence:</b> build on a successful pilot in early 2019 by investing in dedicated support to work with parents and schools to develop effective attendance management strategies	School Improvement Grant	0.050	0.000	0.000	<b>0.050</b>
13	<b>Underperforming pupil groups:</b> implement the recent scrutiny recommendations on underperforming groups with a school improvement focus, but also widening it to include community engagement and interventions such as tutoring maths	School Improvement Grant	0.065	0.000	0.000	<b>0.065</b>
	<b>Total</b>		<b>3.576</b>	<b>(1.324)</b>	<b>0.000</b>	<b>2.252</b>

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**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
<b>CHARGE FOR BIRTHS, DEATHS AND MARRIAGES CERTIFICATES / REGISTRATION</b>					
Licence for approved premises	Licence for a year period	£1,550.00	£1,550.00	0.00%	
Licensed Venues external to Town Hall	Monday to Friday	£620.00	£620.00	0.00%	
	Saturday	£700.00	£700.00	0.00%	
	Sunday	£800.00	£800.00	0.00%	
	Bank Holiday	£800.00	£800.00	0.00%	
	Monday to Saturday	£800.00	£800.00	0.00%	
Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Sunday / Bank Holiday / Christmas Eve, New Years Eve	£900.00	£900.00	0.00%	
Richmond Room	Saturday only (2pm to 6pm with max 60 quests)	£500.00	£500.00	0.00%	
Mayor's Parlour - marriage or civil partnerships	Tuesday, Wednesday, Thursday, Friday	£400.00	£400.00	0.00%	
	Saturday	£600.00	£600.00	0.00%	
	Sunday	£700.00	£700.00	0.00%	
Room 99 - Marriages or Partnership ceremonies	Basic ceremony (max 30 guests): Monday	£54.00	£57.00	5.56%	
	Basic ceremony (max 30 guests): Tuesday, Wednesday, Thursday	£190.00	£190.00	0.00%	
	Basic ceremony (max 30 guests): Friday	£240.00	£240.00	0.00%	
	Basic ceremony (max 30 guests): Saturday	£290.00	£290.00	0.00%	
	Re-booking of ceremony		£40.00	£40.00	0.00%
Council Chamber - marriage or Civil Partnership or Renewal of vows & Naming Ceremonies	Tues, Weds, Thurs, Fri (includes use of balcony)	£500.00	£500.00	0.00%	
	Saturday (includes use of balcony)	£700.00	£700.00	0.00%	
	Sunday (includes use of balcony)	£800.00	£800.00	0.00%	
Births, deaths, marriages and civil partnership certificates	Express same day within 1 hour (walk in service before 11am)	£25.00	£35.00	40.00%	
European Settlement Scheme (ID Verification Service)	Per single adult / child application	New	£14.00	0.00%	New service and only non residents are charged
Private Citizenship Ceremony (Mon - Fri)	Per single adult	£125.00	£125.00	0.00%	
	Per (per family)	£185.00	£185.00	0.00%	
Proof of Life stamping		£10.00	£10.00	0.00%	
Private Citizenship Ceremony (Sat)	Per single adult	£155.00	£155.00	0.00%	
	Per (per family)	£230.00	£230.00	0.00%	
<b>ISLINGTON ASSEMBLY HALL</b>					
<b>Commercial Rates</b>					
Wedding celebration package any day, incl VAT	10-hire hour of venue, including security, basic AV support, room set-up, bar open and staffing. Drinks package additional.	£3,400.00	£6,350.00	86.76%	Has changed to include drinks package, we no longer offer separate package
Wedding dry hire package, incl VAT	10-hire hour of venue, including security and room set-up. AV support, use of AV equipment and bar/drinks not included.	£3,600.00	£3,600.00	0.00%	
Live event hire for a downstairs standing only live event, <b>not</b> incl VAT	10-hour hire of the main hall only for a standing live event, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	£1,500.00	£1,500.00	0.00%	
Live event hire for a full venue live event, <b>not</b> incl VAT	10-hour hire of the main hall and balcony for a standing (downstairs) and seated (upstairs) live event, security staff, engineers, venue staff, use of in-house equipment, a crowd barrier in position and room set-up.	£1,700.00	£1,700.00	0.00%	
<b>Non-Commercial Rates</b>					
Council event full-day Monday-Wednesday	8-hour hire of main hall, including basic AV support, room set-up and staffing	£1,240.00	£1,275.00	2.82%	AV support is now an extra charge if needed.
Council event half-day Monday-Wednesday	4-hour hire of main hall, including basic AV support, room set-up and staffing	£720.00	£740.00	2.78%	AV support is now an extra charge if needed.
Council evening event Monday-Wednesday	6-hire hour of main hall, including basic AV support, room set-up, bar staffing	£1,350.00	£1,390.00	2.96%	AV support is now an extra charge if needed.
Community and charity rates	We can offer a reduction on the private / corporate hire rates on Mon-Wed, subject to availability.	£0.00	To be negotiated	0.00%	
<b>CHILDREN'S, EMPLOYMENT AND SCHOOLS</b>					
<b>Primary School Meals</b>					
Children's Centres and Community Centres		£2.00	£2.00	0.00%	
<b>Term Time and Holidays Under 2s - Per week</b>					
Band 1 (Up to £24,999)		£193.82	£199.63	3.00%	increase from Sept 2020 in line with Council policy
Band 2 (£25,000 - £30,999)		£205.09	£211.25	3.00%	increase from Sept 2020 in line with Council policy
Band 3 (£31,000 - £39,999)		£223.19	£229.89	3.00%	increase from Sept 2020 in line with Council policy
Band 4 (£40,000 - £49,999)		£247.33	£254.75	3.00%	increase from Sept 2020 in line with Council policy
Band 5 (£50,000 - £59,999)		£277.49	£285.81	3.00%	increase from Sept 2020 in line with Council policy
New Band 6 (£60,000 - £69,999)		£313.68	£323.09	3.00%	increase from Sept 2020 in line with Council policy
New Band 7 (£70,000 - £79,999)		£325.98	£335.76	3.00%	increase from Sept 2020 in line with Council policy
New Band 8 (£80,000 - £89,999)		£379.64	£394.82	4.00%	increase from Sept 2020 in line with Council policy
New Band 9 (£90,000 - £99,999)		£401.43	£417.49	4.00%	increase from Sept 2020 in line with Council policy
New Band 10 (£100,000 - £120,000)		£408.83	£425.18	4.00%	increase from Sept 2020 in line with Council policy
New Band 11 (above £120,000)		£427.91	£449.30	5.00%	increase from Sept 2020 in line with Council policy
Out of Borough/Marketed		£451.14	£473.69	5.00%	increase from Sept 2020 in line with Council policy
<b>Term Time and Holidays 2 to 3s - Per week</b>					
Band 1 (Up to £24,999)		£189.80	£195.49	3.00%	increase from Sept 2020 in line with Council policy
Band 2 (£25,000 - £30,999)		£201.07	£207.10	3.00%	increase from Sept 2020 in line with Council policy
Band 3 (£31,000 - £39,999)		£218.82	£225.38	3.00%	increase from Sept 2020 in line with Council policy
Band 4 (£40,000 - £49,999)		£242.48	£249.75	3.00%	increase from Sept 2020 in line with Council policy
Band 5 (£50,000 - £59,999)		£272.05	£280.21	3.00%	increase from Sept 2020 in line with Council policy
New Band 6 (£60,000 - £69,999)		£307.53	£316.75	3.00%	increase from Sept 2020 in line with Council policy
New Band 7 (£70,000 - £79,999)		£319.58	£329.17	3.00%	increase from Sept 2020 in line with Council policy
New Band 8 (£80,000 - £89,999)		£345.12	£358.92	4.00%	increase from Sept 2020 in line with Council policy

**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
New Band 9 (£90,000 - £99,999)		£364.93	£379.53	4.00%	increase from Sept 2020 in line with Council policy
New Band 10 (£100,000 - £120,000)		£371.66	£386.52	4.00%	increase from Sept 2020 in line with Council policy
New Band 11 (above £120,000)		£389.00	£408.45	5.00%	increase from Sept 2020 in line with Council policy
Out of Borough/Marketed		£410.12	£430.62	5.00%	increase from Sept 2020 in line with Council policy
<b>Term Time 3 &amp; 4s - Entitled to 15hrs free - Per week</b>					
Band 1 (Up to £24,999)		£133.01	£137.00	3.00%	increase from Sept 2020 in line with Council policy
Band 2 (£25,000 - £30,999)		£140.75	£144.98	3.00%	increase from Sept 2020 in line with Council policy
Band 3 (£31,000 - £39,999)		£153.17	£157.76	3.00%	increase from Sept 2020 in line with Council policy
Band 4 (£40,000 - £49,999)		£169.73	£174.83	3.00%	increase from Sept 2020 in line with Council policy
Band 5 (£50,000 - £59,999)		£190.43	£196.14	3.00%	increase from Sept 2020 in line with Council policy
New Band 6 (£60,000 - £69,999)		£215.27	£221.73	3.00%	increase from Sept 2020 in line with Council policy
New Band 7 (£70,000 - £79,999)		£223.71	£230.42	3.00%	increase from Sept 2020 in line with Council policy
New Band 8 (£80,000 - £89,999)		£241.58	£251.25	4.00%	increase from Sept 2020 in line with Council policy
New Band 9 (£90,000 - £99,999)		£255.45	£265.67	4.00%	increase from Sept 2020 in line with Council policy
New Band 10 (£100,000 - £120,000)		£260.16	£270.57	4.00%	increase from Sept 2020 in line with Council policy
New Band 11 (above £120,000)		£272.30	£285.92	5.00%	increase from Sept 2020 in line with Council policy
Out of Borough/Marketed		£287.08	£301.44	5.00%	increase from Sept 2020 in line with Council policy
<b>Term Time 3 &amp; 4s - Entitled to 30hrs free - Per week</b>					
Band 1 (Up to £24,999)		£76.01	£78.29	3.00%	increase from Sept 2020 in line with Council policy
Band 2 (£25,000 - £30,999)		£80.44	£82.85	3.00%	increase from Sept 2020 in line with Council policy
Band 3 (£31,000 - £39,999)		£87.53	£90.15	3.00%	increase from Sept 2020 in line with Council policy
Band 4 (£40,000 - £49,999)		£96.99	£99.90	3.00%	increase from Sept 2020 in line with Council policy
Band 5 (£50,000 - £59,999)		£108.81	£112.08	3.00%	increase from Sept 2020 in line with Council policy
New Band 6 (£60,000 - £69,999)		£123.01	£126.70	3.00%	increase from Sept 2020 in line with Council policy
New Band 7 (£70,000 - £79,999)		£127.83	£131.67	3.00%	increase from Sept 2020 in line with Council policy
New Band 8 (£80,000 - £89,999)		£138.05	£143.57	4.00%	increase from Sept 2020 in line with Council policy
New Band 9 (£90,000 - £99,999)		£145.98	£151.82	4.00%	increase from Sept 2020 in line with Council policy
New Band 10 (£100,000 - £120,000)		£148.67	£154.61	4.00%	increase from Sept 2020 in line with Council policy
New Band 11 (above £120,000)		£155.60	£163.38	5.00%	increase from Sept 2020 in line with Council policy
Out of Borough/Marketed		£164.05	£172.25	5.00%	increase from Sept 2020 in line with Council policy
<b>Holidays 3 &amp; 4s - Per Week</b>					
Band 1 (Up to £24,999)		£152.01	£156.57	3.00%	increase from Sept 2020 in line with Council policy
Band 2 (£25,000 - £30,999)		£160.86	£165.69	3.00%	increase from Sept 2020 in line with Council policy
Band 3 (£31,000 - £39,999)		£175.05	£180.31	3.00%	increase from Sept 2020 in line with Council policy
Band 4 (£40,000 - £49,999)		£193.98	£199.80	3.00%	increase from Sept 2020 in line with Council policy
Band 5 (£50,000 - £59,999)		£217.64	£224.17	3.00%	increase from Sept 2020 in line with Council policy
New Band 6 (£60,000 - £69,999)		£246.03	£253.41	3.00%	increase from Sept 2020 in line with Council policy
New Band 7 (£70,000 - £79,999)		£255.67	£263.34	3.00%	increase from Sept 2020 in line with Council policy
New Band 8 (£80,000 - £89,999)		£276.09	£287.14	4.00%	increase from Sept 2020 in line with Council policy
New Band 9 (£90,000 - £99,999)		£291.94	£303.62	4.00%	increase from Sept 2020 in line with Council policy
New Band 10 (£100,000 - £120,000)		£297.32	£309.22	4.00%	increase from Sept 2020 in line with Council policy
New Band 11 (above £120,000)		£311.20	£326.76	5.00%	increase from Sept 2020 in line with Council policy
Out of Borough/Marketed		£328.09	£344.49	5.00%	increase from Sept 2020 in line with Council policy
<b>LIBRARY &amp; HERITAGE SERVICES</b>					
Sale of Obsolete Stock	Sales - to help with the purchase of new books	10p to £2 on books, 50p to £2 on CD, computer games, video, DVDs	10p to £2 on books, 50p to £2 on CD, computer games, video, DVDs	0.00%	
Digital images (Local history)	Per image	£16.00	£16.00	0.00%	
Reservation charges for items not in stock	Service charge - for books obtained via library interloans scheme	Full Charge	£3.80		
PC Printing	Hire charge - cost recovery	15p b/w, 50p colour	15p b/w, 50p colour	0.00%	
Genealogical Research	Service charge - cost recovery	£15 per half-hour (Minimum 1 hour)	£15 per half-hour (Minimum 1 hour)	0.00%	
Local history photography pass	Per day	£6.00	£6.00	0.00%	
Charges for Overdue Books	Fines - to help ensure the timely return of books for other users of the Library Service	17p per day (£7.20 maximum charge per item)	17p per day (£7.20 maximum charge per item)	0.00%	
Hire of Music	Hire charge for CDs	50p; 60+ free	50p; 60+ free	0.00%	
Photocopying	Charge for use of photocopier - cost recovery	15p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	15p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	0.00%	
Hall Lettings	Hall lettings	Increase in line with inflation (round to £29 to £175 per hour)	Increase in line with inflation (round to £29 to £175 per hour)	0.00%	
Charges for Lost Items	Cost of replacing lost items	Original purchase price	Original purchase price	0.00%	
Replacement Library Cards	Cost of replacing lost card	£2.20	£2.20	0.00%	
DVDs Hire charge per night	New feature films	£2.00	£1.50	-25.00%	All DVD hire charges will be £1.50 per night
	Other / Non feature films	£1.50	£1.50	0.00%	
Local History and re-sale materials sales	Sales - cost recovery	Price range from 25p to £26	Price range from 25p to £26	0.00%	
<b>Local History Centre - Commercial Reproduction Charges: Books, periodicals, printed materials, e-books, CDs.</b>					
Front cover / jacket	UK rights (World rights double fee)	£80.00	£80.00	0.00%	
Interior	UK rights (World rights double fee)	£55.00	£55.00	0.00%	
Leaflets and brochures	UK rights (World rights double fee)	£55.00	£55.00	0.00%	
Advertising in newspapers and periodicals	UK rights (World rights double fee)	£80.00	£80.00	0.00%	
Postcards*, greetings cards*, giftware, calendars, posters, publicity material	UK rights (World rights double fee)	£140.00	£140.00	0.00%	
* +100 copies		£0.00	£0.00	0.00%	
<b>Commercial Interior Design and Decoration</b>					
For up to 5 images, additional images £25		£275.00	£275.00	0.00%	
<b>Television</b>					
Per transmission	One showing, one country including TV advertisements	£80.00	£80.00	0.00%	
5-year unlimited transmission	Excluding video & DVD	£275.00	£275.00	0.00%	
<b>DVDs, films, videos &amp; CD-ROMS</b>					
UK rights (World rights double fee)		£140.00	£140.00	0.00%	
<b>Exhibitions</b>					
Exhibitions		£80.00	£80.00	0.00%	
<b>Web Use</b>					
Including blog posts and social media		£80.00	£80.00	0.00%	
<b>Education Library Service</b>					
Primary School	Per pupil	£18.00	£18.00	0.00%	
Secondary School	Full subscription	£5,464.60	£5,464.60	0.00%	
	Tutor Box Only	£2,613.50	£2,613.50	0.00%	
PVI Nurseries		£196.30	£196.30	0.00%	
Out of Borough schools : Topic boxes	Artefact Per box + £15 delivery and collection charge	£75.00	£75.00	0.00%	
<b>RESOURCES</b>					
<b>Telecare</b>					
Monitoring Service	Per week	£3.70	£3.80	2.70%	



**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
Full Service	Per week	£7.40	£7.59	2.57%	
Peabody Trust - Alleyn House	Annual	£6,177.60	£6,338.22	2.60%	
Peabody Trust - Lampson House	Annual	£4,492.90	£4,609.72	2.60%	
Peabody Trust - Darwin Court	Annual	£10,895.04	£11,178.31	2.60%	
Peabody Trust - Davey Court	Annual	£5,952.96	£6,107.74	2.60%	
Peabody Trust - Lomond House	Annual	£6,626.88	£6,799.18	2.60%	
Peabody Trust - Walston and Founders House	Annual	£5,616.00	£5,762.02	2.60%	
Peabody Trust - Elwood Court	Annual	£6,851.52	£7,029.66	2.60%	
Islington & Shoreditch	Annual	£4,695.60	£4,817.69	2.60%	
Crown Housing From 20/11/2017 Barnsbury Housing Association	Annual	£3,481.00	£3,571.51	2.60%	
<b>Law and Governance</b>					
<b>Residential Matters:</b>					
RTB Lease Print (on grant of right to buy lease)		£90.00	£90.00	0.00%	
Sealing fee (RTBs)		£15.00	£15.00	0.00%	
Certificate of Compliance		£250.00	£255.00	2.00%	
Release of Charge (DS1)		£120.00	£120.00	0.00%	
Release of Restriction (RX1)		£120.00	£120.00	0.00%	
Variation of Restrictions		£300.00	£305.00	1.67%	
Memorandum of Staircasing		£250.00	£255.00	2.00%	
Postponement of Charge		£250.00	£255.00	2.00%	
Combined Standard Deeds of Variation & Licences to Alter		£700.00	£715.00	2.14%	
Combined Other Deeds of Variation & Licences to Alter e.g. loft space Works; change of lease plans)		£875.00	£895.00	2.29%	
Separate Deed of Variation		£450.00	£460.00	2.22%	
Separate Licence to Alter		£450.00	£460.00	2.22%	
Letter of Consent		£350.00	£360.00	2.86%	
Deed of Covenant		£100.00	£100.00	0.00%	
RTB Supplemental Lease		£650.00	£665.00	2.31%	
Lease Extension		£1,000.00	£1,000.00	0.00%	
Freehold Enfranchisement (statutory or voluntary sales))		£1,000.00	£1,000.00	0.00%	
Freehold Enfranchisement with Leaseback		£1,350.00	£1,350.00	0.00%	
<b>Commercial Matters</b>					
Grant of new commercial lease (minimum charge – higher charge depending on length of lease and time spent)		£1,000.00	£1,000.00	0.00%	
All licences and deeds (assignment, alterations, rectification, subletting etc.) (minimum charge-higher charge depending on length of lease and time spent)		£850.00	£850.00	0.00%	
Notice of Charge/assignment		£65.00	£65.00	0.00%	
Notice to Complete		£250.00	£255.00	2.00%	
<b>HOUSING &amp; ADULT SOCIAL SERVICES</b>					
<b>Adult Social Services</b>					
Meals in day care centres		£3.10	£3.10	0.00%	
Deferred Payments	Set up fee	£1,544.00	£1,590.00	2.98%	
	Annual fee	£546.50	£562.90	3.00%	
	Complex case fee per hour	£130.20	£134.10	3.00%	
Deputyship	Annual management fee	Various fixed rates	Various fixed prices	0.00%	
	Protection of Property	Admin Fee	£375.00	£386.00	2.93%
Protection of Property - Pets	Fee per hour	£28.20	£29.00	2.84%	
	Flat fee per week - for a dog	£16.90	£17.40	2.96%	
	Flat fee per week - for a cat	£11.20	£11.50	2.68%	
<b>Housing Needs &amp; Strategy</b>					
Furniture Storage		£148.50	£152.95	3.00%	
<b>ENVIRONMENT &amp; REGENERATION</b>					
<b>PUBLIC PROTECTION</b>					
Public Protection - Officer Hourly Rate (unless otherwise specified)		New	£75.00		New charge
Charges for carrying out works in default following service of Notices	Per case	£250.00 or 30% of cost of works, whichever is greater	£250.00 or 30% of cost of works, whichever is greater	0.00%	
<b>Land Charges LA Searches:</b>					
LLC1	Additional parcel £1	£26.00	£27.00	3.85%	
Con29R	Additional Parcel £20	£106.00	£107.00	0.94%	
Enhanced Personal search		£0.00	£0.00	0.00%	
Information search		£57.00	£58.00	1.75%	
Personal inspection of the Local Land Charges Register under EIR		£0.00	£0.00	0.00%	
Part 2 (Con29O) questions		£12.00	£12.00	0.00%	
Part 3 (your own) questions		£24.00	£25.00	4.17%	
Right of Light Registration		£80.00	£81.00	1.25%	
<b>LAND SEARCH ENQUIRIES</b>					
Per reply letter		£71.00	£71.00	0.00%	
Per copy of consent		£1.00	£1.00	0.00%	
<b>ANIMAL SERVICES</b>					
Dog Recovery		£31.50	£31.50	0.00%	
Animal Rehoming		£55.65	£55.65	0.00%	
Animal Boarding		£12.60	£12.60	0.00%	
Register of Seized Dogs		£4.41	£4.41	0.00%	
<b>Animal Boarding Establishments Act 1963</b>					
Licence		£370.65	£370.65	0.00%	
Renewal		£370.65	£370.65	0.00%	
<b>Breeding Dogs Act 1973</b>					
Licence		£305.55	£305.55	0.00%	
Renewal		£305.55	£305.55	0.00%	
<b>Dangerous Wild Animals Act 1976</b>					
Licence		£370.65	£370.65	0.00%	
Renewal		£370.65	£370.65	0.00%	
<b>Performing Animals (Regulations) Act 1925</b>					
Registration (once only)		£57.75	£57.75	0.00%	
Copy Certificate		£22.05	£22.05	0.00%	
<b>Pet Animals Act 1951</b>					
Licence		£370.65	£370.65	0.00%	
Renewal		£370.65	£370.65	0.00%	
<b>Riding Establishments Act 1964</b>					
Licence		£522.90	£522.90	0.00%	
Renewal of Provisional Licence		£522.90	£522.90	0.00%	
<b>Pest Control</b>					
Contracted Pest Control treatments - per hour plus VAT		£187.10	£187.10	0.00%	
<b>RESIDENTIAL ENVIRONMENTAL HEALTH</b>					

**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
Notices served and Orders made under Housing Act 2004		£640.00	£645.00	0.78%	
Finsbury Park - Selective Licensing - 5 Year	Per house	New	£500.00		New - Subject to consultation
Finsbury Park - Selective Licensing - 5 Year - accredited landlord	Per house	New	£425.00		New - Subject to consultation
Finsbury Park - Selective Licensing - 5 Year- additional fee for assisted application	Per house	New	£167.00		New - Subject to consultation
HMO licensing- 5 year	Per letting	£288.00	£288.00	0.00%	Subject to consultation
HMO licensing - accredited landlords- 5 year	Per letting	£245.00	£245.00	0.00%	Subject to consultation
HMO licensing - assisted applications	Per HMO	£352.00	£352.00	0.00%	Subject to consultation
HMO Licensing of large student accommodation blocks- 5 year	Per letting	£33.00	£33.00	0.00%	Subject to consultation
HMO licensing s257 HMOs 5 year	Per building	£703.00	£703.00	0.00%	Subject to consultation
HMO licensing - accredited landlords s257 HMOs- 5 year	Per building	£597.00	£597.00	0.00%	Subject to consultation
HMO licensing - assisted applications s257 HMOs 5 year	Per building	£181.00	£181.00	0.00%	Subject to consultation
<b>COMMERCIAL ENVIRONMENTAL HEALTH</b>					
Food Hygiene Training		£69.00	£69.00	0.00%	Set at market rate
Food Hygiene ReRating	Per hour	New	£75.00		New
EH & TS Regulatory Services (including PAP)	Per hour	£75.00	£75.00	0.00%	
<b>PROPERTY RECORD VIEWING, PHOTOCOPYING &amp; VIEWING (CHARGE PER PROPERTY)</b>					
Solicitor's enquiry (24 hour response)		£134.00	£134.00	0.00%	
<b>TRADING STANDARDS AND STREET TRADING</b>					
<b>Business Advice</b>					
Charge (per hour or part thereof) for business advice and ancillary advice services.		£72.00	£75.00	4.17%	
Primary Authority (Regulatory Enforcement and Sanction Act 2008) charge (per hour or part thereof) for business advice and ancillary advice services.		£72.00	£75.00	4.17%	
London Local Authorities Act 2007 Section 75	Registration of Mail Forwarding Business	£150.00	£155.00	3.33%	In line with City of London Trading Standards
<b>Weighing and Measuring Equipment</b>					
Charges for examining, testing, certifying, stamping, authorising or reporting on special weighing or measuring equipment. Charges are per officer/hr.		£102.00	£106.00	3.92%	
<b>Weights</b>					
Exceeding 5kg or not exceeding 5g		£15.00	£15.50	3.33%	
Other weights		£14.00	£14.50	3.57%	
<b>Measures</b>					
Linear measures not exceeding 3m		£15.00	£15.50	3.33%	
<b>Weighing machines</b>					
Not exceeding 15kg		£36.00	£37.00	2.78%	
15kg to 100kg		£55.00	£57.00	3.64%	
100kg to 250 kg		£72.00	£74.00	2.78%	
250 kg to 1 tonne		£128.00	£132.00	3.13%	
1 tonne to 10 tonne		£224.00	£231.00	3.13%	
10 tonne to 30 tonne		£438.00	£451.00	2.97%	
30 tonne to 60 tonne		£650.00	£670.00	3.08%	
<b>Measuring Instruments for Intoxicating Liquor</b>					
Not exceeding 150 ml		£25.00	£26.00	4.00%	
Other		£26.00	£27.00	3.85%	
<b>Measuring Instruments for Liquid Fuel and Lubricants</b>					
<b>Multigrade</b>					
Container Type (unsubdivided)		£102.00	£105.00	2.94%	
a) solely price adjustment		£126.00	£132.00	3.13%	
b) otherwise		£224.00	£231.00	3.13%	
<b>Other types-single outlets</b>					
a) Solely price adjustment		£101.00	£104.00	2.97%	
b) otherwise		£139.00	£145.00	4.32%	
Other types - multi outlets - rate per meter		£139.00	£143.00	2.88%	
<b>Other Charges</b>					
If without prior notice an appointment is cancelled or altered significantly by the person requesting the service, a minimum charge of £95 (£142.50 in respect of appointments outside the hours 9.00 a.m. - 5.00 p.m. Monday to Friday) will be made for the first hour					
Minimum Charge between 9am-5pm Monday - Friday for the first hour or part thereof		£95.00	£98.00	3.16%	
Minimum Charge outside the hours of 9am-5pm Monday-Friday per hour or part thereof		£142.50	£147.00	3.16%	
When a visit is made by a Trading Standards Officer to any premises for the purpose of carrying out any of the functions or activities listed above, each visit may be subject to a		£95.00	£98.00	3.16%	
If the Service has to hire additional weights or equipment to carry out any testing or examination, then the additional cost will be payable by the submitter.					
<b>GLC General (Powers) Act 1984</b>					
Sale of Goods by Competitive Bidding		£245.00	£252.00	2.86%	
<b>Scrap Metal Dealers Act 2013</b>					
Scrap Metal Dealer - Site Licence	Valid for 3 Years	£542.00	£558.00	2.95%	
Scrap Metal Dealer renewal		£542.00	£558.00	2.95%	
Scrap Metal Dealer variation		£272.00	£280.00	2.94%	
Scrap Metal Collector		£326.00	£336.00	3.07%	
Scrap Metal Collector renewal		£326.00	£336.00	3.07%	
Scrap Metal Collector variation		£260.00	£268.00	3.08%	
Duplicates for either		£6.00	£6.50	8.33%	
<b>TABLES AND CHAIRS AND ADVERTISING</b>					
<b>BOARDS</b>					
<b>Tables and Chairs</b>					
Processing Fee - New Application - All bands		New	£788.00		New Fee
Processing Fee - Renewal - All bands		New	£440.00		New Fee
Band A - Price per Sq Metre		New	£104.00		New Fee
Band B - Price per Sq Metre		New	£70.00		New Fee
Band C - Price per Sq Metre		New	£42.00		New Fee
<b>A Boards &amp; Tables and Chairs</b>					
Band A price per A board added to existing Tables and Chair licence		£293.00	£302.00	3.07%	
Band B price per A board added to existing Tables and Chair licence		£210.00	£217.00	3.33%	
Band C price per A board added to existing Tables and Chair licence		£85.00	£88.00	3.53%	
<b>A Boards only</b>					
Band A price per A board		£408.00	£421.00	3.19%	
Band B price per A board		£293.00	£302.00	3.07%	
Band C price per A board		£125.00	£129.00	3.20%	
<b>Other fees</b>					

**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
Non-refundable charge in cases of early determination of refusal of application		£100.00	£150.00	50.00%	Above inflation to reflect actual time spent (2hrs)
Variation fee (additional A Boards or licensee/premise name change)		£60.00	£70.00	16.67%	Above inflation to reflect actual time spent (1hr)
<b>GAMBLING ACT 2005</b>					
<b>Licence Fees</b>					
Bingo Club - New Application		£2,033.00	£2,035.00	0.10%	
Bingo Club Annual Fee		£1,037.00	£1,040.00	0.29%	
Bingo Club - Variation		£1,428.00	£1,430.00	0.14%	
Bingo Club - Transfer		£185.00	£190.00	2.70%	
Bingo Club - Re-instatement		£185.00	£190.00	2.70%	
Bingo Club - Provisional Statement		£2,033.00	£2,035.00	0.10%	
Bingo Club - New Application from Provisional Statement holder		£185.00	£190.00	2.70%	
fur		£185.00	£190.00	2.70%	
Betting Premises excluding Tracks - Re-instatement		£185.00	£190.00	2.70%	
Betting Premises excluding Tracks - New Application from Provisional Statement holder		£185.00	£190.00	2.70%	
Betting Premises excluding Tracks - Application for Provisional Statement		£2,033.00	£2,035.00	0.10%	
Tracks - New Application		£2,033.00	£2,035.00	0.10%	
Tracks - Transfer		£431.00	£435.00	0.93%	
Tracks - Re-instatement		£431.00	£435.00	0.93%	
Tracks - Provisional Statement		£2,033.00	£2,035.00	0.10%	
Tracks - New Application from provisional statement holder		£431.00	£435.00	0.93%	
<b>CCTV Enquiries/Requests form info Solicitors, Lawyers, Court Officers (Police Exempt)</b>					
DVD Single Camera footage		£103.00	£103.00	0.00%	
DVD Multiple camera footage		£128.00	£128.00	0.00%	
<b>PLANNING &amp; DEVELOPMENT</b>					
<b>Research fee</b>					
Admin time per hr		£56.00	£56.00	0.00%	
<b>Pre-application and other advice fees</b>					
Duty Planning Officer Slot		£66.50	£66.50	0.00%	
Householder application (changes to a single house or flat)		£287.20	£345.00	20.13%	Benchmarked price
Householder application with site visit		£467.90	£467.90	0.00%	
Householder follow up meeting		£185.90	£220.00	18.34%	To better reflect the costs associated with an hour meeting and likely input needed
Listed building consent		£427.70	£800.00	87.05%	
Listed building consent with site visit		£614.60	£1,000.00	62.71%	Benchmarked price
Listed Building consent follow up meeting		£213.20	£250.00	17.26%	To better reflect the costs associated with an hour meeting and likely input needed
Small scale minor application with site visit		£1,191.00	£1,191.00	0.00%	
Small scale minor follow up meeting		£681.80	£681.80	0.00%	
Larger scale minor development (4-6 residential units, or 500-999 sq.m commercial) - 4a category		£1,898.70	£2,450.00	29.04%	Benchmarked price
Large scale minor follow up meeting (4-6) 4a		£1,180.10	£1,250.00	5.92%	
Larger scale minor development (7-9 residential units, or 500-999 sq.m commercial) - 4b category		£2,276.70	£2,950.00	29.57%	Benchmarked price
Large scale minor follow up meeting (7-9) 4b		£1,418.10	£1,500.00	5.78%	
(5a) Major application: 10-20 residential units or 1000 to 1999sqm commercial floorspace		£8,218.50	£8,218.50	0.00%	
(5a) Major Applications follow up meeting		£2,445.10	£3,500.00	43.14%	Increase to reflect more likely actual costs
(5b) Major application >21 residential units <40 units or >2000sqm < 5000sqm commercial floorspace		£10,784.50	£10,784.50	0.00%	
(5b) Major application per extra meeting		£5,392.30	£5,392.30	0.00%	
Planning Performance Agreement - (5a) Major application - Set up Fee only, extra charges for delivering an agreed programme		£8,181.40	£8,181.40	0.00%	
Planning Performance Agreement - Major application (excluding 5a)	All Major PPAs to be agreed based on scale and scope of PPA in a bespoke arrangement	£9,297.00	Bespoke		
Meeting charge to Discuss Non-Material Amendments to Major Development (s96a)	Based on scope of scale of changes sought and scale of scheme consented	To be negotiated	To be negotiated		New charge - income opportunity in light of recent Court of Appeal Decision
Planning Performance Agreement (conditions)		£2,479.20	Bespoke		The charges listed significantly underplay what have been negotiated in bespoke arrangements. Cannot give a quoted figure as scale and scope of discussions vary so significantly
Planning Performance Agreement (s73) - for Major Developments	Bespoke	£2,479.20	Bespoke		
Extensions of time - minor 4a		£1,239.60	£200.00	-83.87%	
Extensions of time - minor 4b		£1,652.80	£400.00	-75.80%	
Extension of times Majors (5a)		£8,218.50	£8,218.50	0.00%	
Extension of times Majors (5b)		£10,784.50	£10,784.50	0.00%	
Design review panel		£4,368.60	£4,500.00	3.01%	Benchmarked price
Design Review Panel (Chairs Review)		£2050.00	£2050.00	0.00%	
Officer research/ correspondence per hour		£141.50	£141.50	0.00%	
Express Enforcement correspondence		£648.70	£648.70	0.00%	
Refund for returned invalid application		20% of application fee	20% of application fee		
Streetbook Surgeries		£1,634.20	£1,634.20	0.00%	
<b>BUILDING CONTROL</b>					
<b>Property Record Viewing, Photocopying &amp; Viewing (Charge Per Property)</b>					
Enquiry Charge - all information readily available on back-office/land charges or statutory register		£94.50	£110.00	16.40%	Increase to reflect more likley costs and fact that costs have not been significantly increased in past years
Enquiry Charge - additional research required	Additional hours (or part thereof) to deal with enquiry to be charged at standard hourly rate.	£94.50	£110.00	16.40%	Increase to reflect more likley costs and fact that costs have not been significantly increased in past years
Additional page/drawing		£1.00	£1.00	0.00%	
Each single copy of microfiche		£10.50	£11.00	4.76%	
Solicitor's enquiry (48 hour response)		£283.50	£300.00	5.82%	
<b>Temporary Structure-Renewals</b>					
Professional/Technical time per hr	Standard Hourly Rate	£94.50	£110.00	16.40%	Increase to reflect more likley costs and fact that costs have not been significantly increased in past years
Administrative time per hr	Standard Hourly Rate	£94.50	£110.00	16.40%	As above
Demolition notice under section 10 of the London Local Authorities Act 2004	Standard applications	£472.50	£550.00	16.40%	As above

**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
Demolition notice under section 10 of the London Local Authorities Act 2005	Complex applications	£850.50	£990.00	16.40%	As above
<b>Temporary Structure-New Structures &amp; S21 London Building Ct 1939</b>					
Minimum charge	Minimum charge is £300 paid on application, with additional charges to be assessed on a case by case basis based on nature of structure and resources required in order to deal with application	£315.00	£350.00	11.11%	
<b>Dangerous Structures</b>					
Standard Charge on issue of Notice		£283.50	£330.00	16.40%	
Site visits and time spent on dealing with matter to be charged at standard hourly rate	Time to be charged at standard hourly rate	On application	£440.00		Based on past experience that minimum of 4 hours officer time
<b>Miscellaneous Charges</b>					
Misc. charges and services delivered that are not specifically stated		On application	On application		
Refunds and Cancellations	£115 + any time spent on application charged at hourly rate	£115.00	£115.00	0.00%	
<b>Street Naming or Numbering: New sites or developments</b>					
1-9 units		£215.00	£215.00	0.00%	
10-20 units		£280.00	£280.00	0.00%	
For each additional unit over 20		£40.00	£40.00	0.00%	
Naming a new street (including access ways, mews, cul-de-sacs)		£0.00	£0.00	0.00%	
<b>Street Naming or Numbering: Existing property</b>					
Renaming a street		£455.00	£455.00	0.00%	
Naming or re-naming of a property		£263.00	£263.00	0.00%	
Renumbering of a property		£263.00	£263.00	0.00%	
Postcode enquiries		£0.00	£0.00	0.00%	
Resubmission with new proposals if original application refused and within 1 month of refusal		£0.00	£0.00	0.00%	
<b>ENVIRONMENTAL SERVICES - HIGHWAYS GROUP</b>					
<b>Enquiries/Requests form info Solicitors, Developers/Business Orgs</b>					
Level 1 - Highway search - provide plan		£48.00	£50.00	4.17%	
Level 2 - Highway search plan & written response to 1 question		£93.00	£98.00	5.38%	
Level 3 - Highway Search plan and written response provided up to 5 questions		£170.00	£180.00	5.88%	
Level 4 -Highway search plans and written response to 6+ questions		£225.00	£235.00	4.44%	
<b>Permissions Highways Act 1980</b>					
Section 50 opening of highway -Works duration up to 3 days		£360.00	£400.00	11.11%	
Section 50 opening of highway --Works duration 4-10 Days		£800.00	£850.00	6.25%	
Section 50 opening of highway --Works duration over 10 days		£2,075.00	£2,250.00	8.43%	
Section 50 opening of highway - Non excavation		£260.00	£300.00	15.38%	
Section 50 opening of highway - Extension fee Footway Works		£200.00	£225.00	12.50%	
Section 50 opening of highway- Extension fee Carriageway Works		£400.00	£450.00	12.50%	
Temporary Crossover permission- Standard Vehicle		£800.00	£850.00	6.25%	
Temporary Crossover permission- Heavy Duty Vehicle Over 5 ton in weight		£2,100.00	£2,250.00	7.14%	
Extension fees Temporary crossovers		£200.00	£225.00	12.50%	Large Sites
Site Inspection fee for valid complaints or unauthorised overstay		£200.00	£225.00	12.50%	Large sites
<b>Skips</b>					
Highways management /Coordination		£95.00	£98.00	3.16%	
<b>Highways Licence</b>					
Highways occupation licence		£560.00	£600.00	7.14%	Increase to deter no of applications for occupying the Highway
Highways pre works advice for highway activities and construction management	Hourly rate	£55.00	£58.00	5.45%	
Short hold traffic arrangements assessment and permission	New licence type for temporary events	New	£150.00		Required for short hold of traffic for filming purposes
<b>Materials License Fee</b>					
Deposit value <£750 Level 1 Fee		£360.00	£400.00	11.11%	Most common
£751-<£1500 Level 2 Fee		£570.00	£600.00	5.26%	
£1501-<£3000 Level 3 Fee		£900.00	£950.00	5.56%	
£3001-<6000 Level 4 Fee		£1,050.00	£1,100.00	4.76%	
£6001-< Level 5 Fee		Fee 38% of deposit	Fee 40% of deposit		
<b>Scaffold license fee</b>					
Deposit value <£750 Level 1 Fee		£360.00	£400.00	11.11%	Most common
£751-<£1500 Level 2 Fee		£570.00	£600.00	5.26%	
£1501-<£3000 Level 3 Fee		£900.00	£950.00	5.56%	
£3001-<6000 Level 4 Fee		£1,050.00	£1,100.00	4.76%	
£6001-< Level 5 Fee		Fee 38% of deposit	Fee 40% of deposit		
<b>Scaffold Gantry licence fee</b>					
Deposit value <£750 Level 1 Fee		£740.00	£800.00	8.11%	Large Sites
£751-<£1500 Level 2 Fee		£1,140.00	£1,200.00	5.26%	
£1501-<£3000 Level 3 Fee		£1,500.00	£1,600.00	6.67%	
£3001-<6000 Level 4 Fee		£1,600.00	£1,700.00	6.25%	
£6001-< Level 5 Fee		Fee 38% of deposit	Fee 40% of deposit		
<b>Hoarding License Fee</b>					
Deposit value <£750 Level 1 Fee		£360.00	£400.00	11.11%	Most common
£751-<£1500 Level 2 Fee		£570.00	£600.00	5.26%	
£1501-<£3000 Level 3 Fee		£900.00	£950.00	5.56%	
£3001-<6000 Level 4 Fee		£1,050.00	£1,100.00	4.76%	
£6001-< Level 5 Fee		Fee 38% of deposit	Fee 40% of deposit		
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 1		£200.00	£225.00	12.50%	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 2		£300.00	£325.00	8.33%	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 3		£400.00	£425.00	6.25%	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 4		£500.00	£525.00	5.00%	
Extension fees for Material, Scaffolding & Hoarding, Gantry Level 5		£600.00	£625.00	4.17%	

**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
Site Inspection fee for valid complaints or unauthorised overstay		£200.00	£225.00	12.50%	
<b>Construction site service area</b>	NEW LICENCE TYPE £ 100 per m2 deposit				New permission for large developments requiring area for deliveries
Deposit value <£750 Level 1 Fee		New	£400.00		
£751-<£1500 Level 2 Fee		New	£600.00		
£1501-<£3000 Level 3 Fee		New	£950.00		
£3001-<6000 Level 4 Fee		New	£1,100.00		
£6001-< Level 5 Fee		New	Fee 40% of deposit		
<b>Crane Operation licenses</b>					
Oversailing the highway		£850.00	£900.00	5.88%	Most common
Operation on the highway		£400.00	£425.00	6.25%	
Overhang licence section 177 Highways Act 1980		£400.00	£425.00	6.25%	
<b>Containers</b>					
Management fee		£200.00	£210.00	5.00%	Mainly large developments
Weekly storage fee on the highway		£210.00	£220.00	4.76%	
<b>Legal Notices and Works Road Traffic (Regulations) Act 1984</b>					
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 14(1) for max of 3 months or Emergency works 14(2)		£3,500.00	£3,700.00	5.71%	
Extension to section 14 closure per month		£525.00	£550.00	4.76%	
Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 16A Commercial street parties		£3,500.00	£3,700.00	5.71%	
Permanent traffic orders under all sections of the highways, traffic regulation and road traffic acts		£2,475.00	£2,475.00	0.00%	
<b>Rechargeable works</b>					
Professional fees for works : Site Visits/Estimates /Works management		30% of works cost	30% of works cost		
Emergency call out works: Vehicle and response team		£680.00	£680.00	0.00%	
<b>COMMERCIAL WASTE CHARGES</b>					
<b>Waste Management</b>					
Sacks (per 50 sacks)	Per 50	£89.90	£89.90	0.00%	
Bulk (per metre)	Metre = 12 bags	£23.80	£23.80	0.00%	
Paladin	Per lift	£16.30	£16.30	0.00%	
Paladin	Annual hire	£130.20	£130.20	0.00%	
Wheelite Bin 240 litre	Per lift	£7.50	£7.50	0.00%	
Wheelite Bin 330/360 litre	Per lift	£9.30	£9.30	0.00%	
Eurobin 550/660 litre	Per lift	£13.00	£13.00	0.00%	
Eurobin 550/660 litre	Annual hire	£141.00	£141.00	0.00%	
Eurobin 770 litre	Per lift	£14.10	£14.10	0.00%	
Eurobin 770 litre	Annual hire	£162.70	£162.70	0.00%	
Eurobin 1100 litre	Per lift	£17.40	£17.40	0.00%	
Eurobin 1100 litre	Annual hire	£195.20	£195.20	0.00%	
Eurobin 1280 litre	Per lift	£18.40	£18.40	0.00%	
Eurobin 1280 litre	Annual	£217.00	£217.00	0.00%	
Skips Light Waste (8 varder)	Per lift	£304.00	£304.00	0.00%	
Skips Building Material (8 varder)	Per lift	£369.00	£369.00	0.00%	
Special Collections (Minimum Charge)	One off	£86.80	£86.80	0.00%	
Confidential Waste Collection	One off	£70.50	£70.50	0.00%	
<b>To purchase Eurobins:</b>					
240 litre		£57.50	£57.50	0.00%	
360 litre		£104.10	£104.10	0.00%	
660 litre		£412.00	£412.00	0.00%	
770 litre		£434.00	£434.00	0.00%	
1100 litre		£466.00	£466.00	0.00%	
1280 litre		£477.00	£477.00	0.00%	
<b>CHARITY/EDUCATIONAL ESTABLISHMENT WASTE CHARGES</b>					
<b>Waste Management</b>					
Sacks (per 50 sacks)	Per 50	£44.40	£44.40	0.00%	
Paladin hire	Per lift	£8.80	£8.80	0.00%	
Paladin hire	Annual hire	£130.20	£130.20	0.00%	
Wheelite Bin 240 litre	Per lift	£4.40	£4.40	0.00%	
Wheelite Bin 330/360 litre	Per lift	£6.60	£6.60	0.00%	
Eurobin 550/660 litre	Per lift	£7.10	£7.10	0.00%	
Eurobin 550/660 litre	Annual hire	£141.00	£141.00	0.00%	
Eurobin 770/800 litre	Per lift	£8.20	£8.20	0.00%	
Eurobin 770/800 litre	Annual hire	£162.70	£162.70	0.00%	
Eurobin 1100 litre	Per lift	£8.80	£8.80	0.00%	
Eurobin 1100 litre	Annual hire	£195.20	£195.20	0.00%	
Eurobin 1280 litre	Per lift	£10.00	£10.00	0.00%	
Eurobin 1280 litre	Annual hire	£216.90	£216.90	0.00%	
Skips Light Waste (8 varder)	Per lift	£216.90	£216.90	0.00%	
Skips Light Waste (12 varder) perm	Per lift	£227.80	£227.80	0.00%	
Special Collections (Minimum Charge)	One off	£104.10	£104.10	0.00%	
Confidential Waste Collection	One off	£70.50	£70.50	0.00%	
<b>To purchase Eurobins:</b>					
240 litre		£57.50	£57.50	0.00%	
360 litre		£105.20	£105.20	0.00%	
660 litre		£412.00	£412.00	0.00%	
770 litre		£434.00	£434.00	0.00%	
1100 litre		£466.00	£466.00	0.00%	
1280 litre		£477.00	£477.00	0.00%	
Duty of Care Document Charge	Quarter	£17.40	£17.40	0.00%	
	Half year	£34.70	£34.70	0.00%	
	Annual	£68.30	£68.30	0.00%	
<b>CLINICAL WASTE CHARGES</b>					
<b>Removal of Bagged Clinical Waste</b>					
Min charge per visit & up to 7 bags (inclusive)	Up to 7 bags	£38.00	£38.00	0.00%	
Each additional bag over 7 collected	Each bag	£6.00	£6.00	0.00%	
<b>Sharps</b>					
Min charge per visit & up to 5 boxes (inclusive)	Up to 5 boxes	£38.00	£38.00	0.00%	
Each additional box over 5 collected	Each box	£6.00	£6.00	0.00%	
<b>BULKY WASTE CHARGES</b>					
<b>Removal of Bulky Waste</b>					
Bulky Waste	Per item (minimum charge £30)	£10.30	£10.30	0.00%	
Reusable bulky waste	Per item (minimum charge £15)	£5.20	£5.20	0.00%	
<b>PARKING PERMITS</b>					
<b>Blue Badge</b>					
Blue Badge processing		£0.00	£0.00	0.00%	
Associated residents permit for Blue Badge holders		£0.00	£0.00	0.00%	
Blue Badge replacement for lost 1st one in 3 years		£0.00	£0.00	0.00%	

**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

<b>Fee/Charge</b>	<b>Description/Unit</b>	<b>2019-20</b>	<b>2020-21</b>	<b>% Change</b>	<b>Comments</b>
Blue Badge replacement for stolen 1st one in 3 years		£0.00	£0.00	0.00%	
Blue Badge replacement for lost subsequent ones in 3 years		£10.00	£10.00	0.00%	
<b>All Diesel Vehicles - Surcharge in addition to Standard Resident Permit Prices - subject to some vehicle-type policy exemptions</b>					
1 month permit		£10.00	£10.00	0.00%	
3 month permit		£30.00	£30.00	0.00%	
6 month permit		£60.00	£60.00	0.00%	
12 month permit		£120.00	£120.00	0.00%	
<b>Residents Parking Permit - based on CO2 emissions</b>					
Zero emission - electric vehicles		£0.00	£0.00	0.00%	
Band A - (up to 100g/km) - 1 month permit		£7.25	£7.50	3.45%	
Band A - (up to 100g/km) - 3 month permit		£7.25	£7.50	3.45%	
Band A - (up to 100g/km) - 6 month permit		£10.00	£10.30	3.00%	
Band A - (up to 100g/km) - 12 month permit		£20.00	£20.60	3.00%	
Band B - (101-110g/km) - 1 month permit		£7.25	£7.50	3.45%	
Band B - (101-110g/km) - 3 month permit		£7.25	£7.50	3.45%	
Band B - (101-110g/km) - 6 month permit		£11.00	£11.35	3.18%	
Band B - (101-110g/km) - 12 month permit		£22.00	£22.70	3.18%	
Band C - (111-120g/km) - 1 month permit		£7.25	£7.50	3.45%	
Band C - (111-120g/km) - 3 month permit		£7.90	£8.15	3.16%	
Band C - (111-120g/km) - 6 month permit		£15.80	£16.30	3.16%	
Band C - (111-120g/km) - 12 month permit		£31.60	£32.60	3.16%	
Band D - (121-130g/km) - 1 month permit		£7.25	£7.50	3.45%	
Band D - (121-130g/km) - 3 month permit		£21.05	£21.70	3.09%	
Band D - (121-130g/km) - 6 month permit		£42.10	£43.35	2.97%	
Band D - (121-130g/km) - 12 month permit		£84.20	£86.70	2.97%	
Band E - (131-140g/km) - 1 month permit		£8.60	£8.90	3.49%	
Band E - (131-140g/km) - 3 month permit		£25.70	£26.50	3.11%	
Band E - (131-140g/km) - 6 month permit		£51.40	£52.95	3.02%	
Band E - (131-140g/km) - 12 month permit		£102.80	£105.90	3.02%	
Band F - (141-150g/km) - 1 month permit		£9.25	£9.50	2.70%	
Band F - (141-150g/km) - 3 month permit		£27.65	£28.50	3.07%	
Band F - (141-150g/km) - 6 month permit		£55.30	£57.00	3.07%	
Band F - (141-150g/km) - 12 month permit		£110.60	£114.00	3.07%	
Band G - (151-165a/km) - 1 month permit		£11.55	£11.90	3.03%	
Band G - (151-165a/km) - 3 month permit		£34.55	£35.50	2.75%	
Band G - (151-165a/km) - 6 month permit		£68.95	£71.00	2.97%	
Band G - (151-165a/km) - 12 month permit		£137.90	£142.00	2.97%	
Band H - (166-175a/km) - 1 month permit		£13.20	£13.60	3.03%	
Band H - (166-175a/km) - 3 month permit		£39.50	£40.70	3.04%	
Band H - (166-175a/km) - 6 month permit		£79.00	£81.40	3.04%	
Band H - (166-175a/km) - 12 month permit		£158.00	£162.75	3.01%	
Band I - (176-185a/km) - 1 month permit		£15.45	£15.95	3.24%	
Band I - (176-185a/km) - 3 month permit		£46.25	£47.65	3.03%	
Band I - (176-185a/km) - 6 month permit		£92.45	£95.25	3.03%	
Band I - (176-185a/km) - 12 month permit		£184.90	£190.45	3.00%	
Band J - (186-200a/km) - 1 month permit		£19.55	£20.15	3.07%	
Band J - (186-200a/km) - 3 month permit		£58.65	£60.40	2.98%	
Band J - (186-200a/km) - 6 month permit		£117.25	£120.80	3.03%	
Band J - (186-200a/km) - 12 month permit		£234.50	£241.55	3.01%	
Band K - (201-225a/km) - 1 month permit		£22.75	£23.45	3.08%	
Band K - (201-225a/km) - 3 month permit		£68.20	£70.25	3.01%	
Band K - (201-225a/km) - 6 month permit		£136.35	£140.45	3.01%	
Band K - (201-225a/km) - 12 month permit		£272.70	£280.90	3.01%	
Band L - (226-255a/km) - 1 month permit		£31.80	£32.75	2.99%	
Band L - (226-255a/km) - 3 month permit		£95.30	£98.20	3.04%	
Band L - (226-255a/km) - 6 month permit		£190.60	£196.35	3.02%	
Band L - (226-255a/km) - 12 month permit		£381.20	£392.65	3.00%	
Band M - (256a/km and above) - 1 month permit		£41.00	£42.25	3.05%	
Band M - (256a/km and above) - 3 month permit		£122.70	£126.40	3.02%	
Band M - (256a/km and above) - 6 month permit		£245.35	£252.75	3.02%	
Band M - (256a/km and above) - 12 month permit		£490.70	£505.45	3.01%	
<b>Residents Parking Permit - pre-2001 vehicles</b>					
Electric vehicles - zero emissions		£0.00	£0.00	0.00%	
Band A - 1 month permit		£7.25	£7.50	3.45%	
Band A - 3 month permit		£7.25	£7.50	3.45%	
Band A - 6 month permit		£10.00	£10.30	3.00%	
Band A - 12 month permit		£20.00	£20.60	3.00%	
Band B - (1-900cc) - 1 month permit		£7.25	£7.50	3.45%	
Band B - (1-900cc) - 3 month permit		£7.25	£7.50	3.45%	
Band B - (1-900cc) - 6 month permit		£11.00	£11.35	3.18%	
Band B - (1-900cc) - 12 month permit		£22.00	£22.70	3.18%	
Band C - (901-1100cc) - 1 month permit		£7.25	£7.50	3.45%	
Band C - (901-1100cc) - 3 month permit		£7.90	£8.15	3.16%	
Band C - (901-1100cc) - 6 month permit		£15.80	£16.30	3.16%	
Band C - (901-1100cc) - 12 month permit		£31.60	£32.60	3.16%	
Band D - (1101-1200cc) - 1 month permit		£7.25	£7.50	3.45%	
Band D - (1101-1200cc) - 3 month permit		£21.05	£21.70	3.09%	
Band D - (1101-1200cc) - 6 month permit		£42.10	£43.35	2.97%	
Band D - (1101-1200cc) - 12 month permit		£84.20	£86.70	2.97%	
Band E - (1201-1300cc) - 1 month permit		£8.60	£8.90	3.49%	
Band E - (1201-1300cc) - 3 month permit		£25.70	£26.50	3.11%	
Band E - (1201-1300cc) - 6 month permit		£51.40	£52.95	3.02%	
Band E - (1201-1300cc) - 12 month permit		£102.80	£105.90	3.02%	
Band F - (1301-1399cc) - 1 month permit		£9.25	£9.50	2.70%	
Band F - (1301-1399cc) - 3 month permit		£27.65	£28.50	3.07%	
Band F - (1301-1399cc) - 6 month permit		£55.30	£57.00	3.07%	
Band F - (1301-1399cc) - 12 month permit		£110.60	£114.00	3.07%	
Band G - (1400-1500cc) - 1 month permit		£11.55	£11.90	3.03%	
Band G - (1400-1500cc) - 3 month permit		£34.55	£35.50	2.75%	
Band G - (1400-1500cc) - 6 month permit		£68.95	£71.00	2.97%	
Band G - (1400-1500cc) - 12 month permit		£137.90	£142.00	2.97%	
Band H - (1501-1650cc) - 1 month permit		£13.20	£13.60	3.03%	
Band H - (1501-1650cc) - 3 month permit		£39.50	£40.70	3.04%	
Band H - (1501-1650cc) - 6 month permit		£79.00	£81.40	3.04%	
Band H - (1501-1650cc) - 12 month permit		£158.00	£162.75	3.01%	
Band I - (1651-1850cc) - 1 month permit		£15.45	£15.95	3.24%	
Band I - (1651-1850cc) - 3 month permit		£46.25	£47.65	3.03%	
Band I - (1651-1850cc) - 6 month permit		£92.45	£95.25	3.03%	
Band I - (1651-1850cc) - 12 month permit		£184.90	£190.45	3.00%	
Band J - (1851-2100cc) - 1 month permit		£19.55	£20.15	3.07%	
Band J - (1851-2100cc) - 3 month permit		£58.65	£60.40	2.98%	
Band J - (1851-2100cc) - 6 month permit		£117.25	£120.80	3.03%	
Band J - (1851-2100cc) - 12 month permit		£234.50	£241.55	3.01%	
Band K - (2101-2500cc) - 1 month permit		£22.75	£23.45	3.08%	
Band K - (2101-2500cc) - 3 month permit		£68.20	£70.25	3.01%	



**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
Band K - (2101-2500cc) - 6 month permit		£136.35	£140.45	3.01%	
Band K - (2101-2500cc) - 12 month permit		£272.70	£280.90	3.01%	
Band L - (2501-2750cc) - 1 month permit		£31.80	£32.75	2.99%	
Band L - (2501-2750cc) - 3 month permit		£95.30	£98.20	3.04%	
Band L - (2501-2750cc) - 6 month permit		£190.60	£196.35	3.02%	
Band L - (2501-2750cc) - 12 month permit		£381.20	£392.65	3.00%	
Band M - (2751cc and above) - 1 month permit		£41.00	£42.25	3.05%	
Band M - (2751cc and above) - 3 month permit		£122.70	£126.40	3.02%	
Band M - (2751cc and above) - 6 month permit		£245.35	£252.75	3.02%	
Band M - (2751cc and above) - 12 month permit		£490.70	£505.45	3.01%	
<b>Motorcycle Parking Permits</b>					
Solo Motorcycle - 1 month permit		£7.25	£7.50	3.45%	
Solo Motorcycle - 3 month permit		£14.25	£14.65	2.81%	
Solo Motorcycle - 6 month permit		£28.45	£29.30	2.99%	
Solo Motorcycle - 12 month permit		£56.85	£58.55	2.99%	
Residents Match day permit - valid only during match or event days		£0.00	£0.00	0.00%	
Hire Car permit (linked to hire car vouchers)		£15.30	£15.80	3.27%	
Residents permit - black taxi concession - one band lower than the norm	Various	Various	Various	0.00%	
<b>Residents Parking Permit refunds for unused permits (per complete month, based on annual permit surrender)</b>					
Band A		£1.65	£1.70	3.03%	
Band B		£1.80	£1.85	2.78%	
Band C		£2.60	£2.70	3.85%	
Band D		£7.00	£7.20	2.86%	
Band E		£8.60	£8.90	3.49%	
Band F		£9.25	£9.50	2.70%	
Band G		£11.55	£11.90	3.03%	
Band H		£13.20	£13.60	3.03%	
Band I		£15.45	£15.95	3.24%	
Band J		£19.55	£20.15	3.07%	
Band K		£22.75	£23.45	3.08%	
Band L		£31.80	£32.75	2.99%	
Band M		£41.00	£42.25	3.05%	
Admin fee - refund handling charge		£25.10	£25.85	2.99%	
Diesel vehicle surcharge refund - 1 month		£10.00	£10.00	0.00%	
<b>Visitor Parking Vouchers</b>					
Half hour vouchers (books of 20)		£12.00	£12.40	3.33%	
3-hour vouchers (books of 10)		£33.00	£34.00	3.03%	
All day voucher		£15.20	£15.70	3.29%	
Half hour vouchers (concessionary)		£6.00	£6.20	3.33%	
3-hour vouchers (concessionary)		£16.50	£17.00	3.03%	
All day voucher (concessionary)		£7.60	£7.85	3.29%	
E-visitor voucher charges (per half hour)		£0.50	£0.50	0.00%	
E-visitor voucher charges (concessionary - per half hour session)		£0.25	£0.25	0.00%	
E-visitor vouchers - all day		£14.25	£14.25	0.00%	
E-visitor vouchers - all day (concessionary)		£7.10	£7.10	0.00%	
E-visitors - evenings (C & K zones only)		Free	Free	0.00%	
Hire car permit holder vouchers - half hour (books of 20)		£9.40	£9.70	3.19%	
Hire car permit holder vouchers - 3 hour (books of 10)		£27.40	£28.25	3.10%	
1-hour business voucher (books of 10)		£13.20	£13.60	3.03%	
New parents vouchers - 40 hours free		£0.00	£0.00	0.00%	
1-hour business visitor vouchers (books of 20, max 10 books per annum)		£57.00	£58.75	3.07%	
<b>Business Visitor parking vouchers</b>					
Business visitor Half hour vouchers (books of 20)		£14.20	£14.60	2.82%	
Business visitor All day voucher		£31.70	£32.70	3.15%	
<b>Other permits</b>					
Doctors parking permit - annual (New Doctors parking place installation - includes 1 permit)		£268.00	£276.00	2.99%	
Essential Services Permit - annual (formerly Teacher Permit)		£379.00	£390.00	2.90%	
Business permit - annual (under 150kg/m2 or up to 1600cc)		£755.00	£778.00	3.05%	
Business permit - annual (under 150kg/m2 or up to 1600cc) 2nd permit		£1,010.00	£1,040.00	2.97%	
Business permit - annual (over 151kg/m2 or over 1600cc)		£1,255.00	£1,295.00	3.19%	
Business permit - annual (over 151kg/m2 or over 1600cc) 2nd permit		£1,495.00	£1,540.00	3.01%	
Business permit - electric		£584.00	£602.00	3.08%	
Business permit - annual permit linked to vouchers scheme		£19.80	£20.40	3.03%	
Match day and event day trader permits - annual		£693.00	£714.00	3.03%	
Permission to Park - per day		£27.40	£28.30	3.28%	
Permission to Park - per week		£109.50	£112.80	3.01%	
Permission to Park - per month		£425.90	£438.70	3.01%	
Universal all-zone permit - annual only (1-25 fleet vehicles)		£4,150.00	£4,275.00	3.01%	
Universal all-zone permit - annual only (26-50 fleet vehicles)		£2,765.00	£2,850.00	3.07%	
Universal all-zone permit - annual only (50+ fleet vehicles)		£1,410.00	£1,460.00	3.55%	
Universal all-zone permit - per month (non-fleet)		£360.00	£375.00	4.17%	
Universal permit - discounted fee for electric vehicles		£2,995.00	£3,085.00	3.01%	
Universal permit - discounted fee for registered charities		£2,995.00	£3,085.00	3.01%	
Car club permit		£253.00	£265.00	4.74%	
Trader's Permit		£26.35	£27.15	3.04%	
<b>PARKING</b>					
<b>Parking Place Suspensions</b>					
Permission to place a licensed skip in a parking place - no dedicated suspension		£63.30	£65.20	3.00%	
Suspension admin charge (non residents) - first day		£207.50	£213.75	3.01%	
Suspension admin charge (residents) - first day		£99.40	£102.40	3.02%	
Suspension admin charge (all applicants) - subsequent days, per day		£31.65	£32.60	3.00%	
Film work waiver - per day		£60.40	£62.25	3.06%	
Yellow line essential parking waiver (day rate)		£62.25	£64.15	3.05%	
<b>Pay and Display Tariffs</b>					

**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
Minimum made order - band 1 (per hour)		£1.25	£1.25	0.00%	
Minimum made order - band 2 (per hour)		£1.85	£1.85	0.00%	
Minimum made order - band 3 (per hour)		£2.05	£2.05	0.00%	
Minimum made order - band 4 (per hour)		£2.45	£2.45	0.00%	
Minimum made order - band 5 (per hour)		£3.05	£3.05	0.00%	
Minimum made order - band 6 (per hour)		£3.70	£3.70	0.00%	
Minimum made order - band 7(per hour)		£4.10	£4.10	0.00%	
Minimum made order - band 8 (per hour)		£4.95	£4.95	0.00%	
Minimum made order - band 9 (per hour)		£5.15	£5.15	0.00%	
Minimum made order - band 10 (per hour)		£5.55	£5.55	0.00%	
Minimum made order - band 11 (per hour)		£6.20	£6.20	0.00%	
Diesel vehicle surcharge (per hour)		£3.00	£3.00	0.00%	
<b>Abandoned vehicle disposal</b>					
Removal of abandoned vehicle from private land - motor vehicle		£206.50	£212.70	3.00%	
Removal of abandoned vehicle from private land - motorcycle (or PTW)		£155.00	£159.65	3.00%	
<b>Cycle Hangars</b>					
Annual rental of secure covered parking space		£104.00	£107.25	3.13%	
Refundable Key deposit		£25.00	£25.75	3.00%	
Daily charges for external bus hire clients	Half day charge	£75.00	£75.00	0.00%	Recovery of service costs
<b>PARKS - SPORTS</b>					
<b>Tennis</b>					
Highbury Fields and Tufnell Park	Adult standard	£10.50	£10.75	2.38%	
Highbury Fields and Tufnell Park	Adult BETTER (any)	£9.00	£9.25	2.78%	
Highbury Fields and Tufnell Park	Child Standard	£4.75	£4.90	3.16%	
Highbury Fields and Tufnell Park	Child BETTER (any)	£3.75	£3.85	2.67%	
<b>Football</b>					
Barnard Park - Redgra	No changing rooms - 1 hour	£0.00	£0.00	0.00%	
Highbury Fields - Astro turf - 1 hour session	Full rate - full pitch	£78.00	£80.35	3.01%	
Highbury Fields - Astro turf - 1 hour session	BETTER Card / Clubmark - full pitch	£66.76	£68.75	2.98%	
Highbury Fields - Astro turf - 1 hour session	Child rate - full pitch	£38.00	£39.20	3.16%	
Highbury Fields - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£32.50	£33.00	1.54%	
Paradise Park - Astro turf - 1 hour session	Full rate - full pitch	£45.00	£46.40	3.11%	
Paradise Park - Astro turf - 1 hour session	BETTER Card / Clubmark - full pitch	£39.00	£40.20	3.08%	
Paradise Park - Astro turf - 1 hour session	Child rate - full pitch	£26.50	£27.30	3.02%	
Paradise Park - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£22.00	£22.30	1.36%	
Rosemary Gardens - Astro turf - 1 hour session	Full rate - full pitch	£89.00	£91.70	3.03%	
Rosemary Gardens - Astro turf - 1 hour session	Full rate - half pitch	£44.50	£45.85	3.03%	
Rosemary Gardens - Astro turf - 1 hour session	BETTER Card / Clubmark - full pitch	£77.00	£79.40	3.12%	
Rosemary Gardens - Astro turf - 1 hour session	BETTER Card / Clubmark - half pitch	£38.50	£39.70	3.12%	
Rosemary Gardens - Astro turf - 1 hour session	Child rate - full pitch	£53.00	£54.60	3.02%	
Rosemary Gardens - Astro turf - 1 hour session	Child rate - half pitch	£26.50	£27.30	3.02%	
Rosemary Gardens - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£43.50	£44.10	1.38%	
Rosemary Gardens - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - half pitch	£21.75	£22.05	1.38%	
Tufnell Park - Grass - 2 hour session	Full rate - per 11 a side pitch	£97.60	£100.50	2.97%	
Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 11 a side pitch	£86.50	£89.10	3.01%	
Tufnell Park - Grass - 2 hour session	Child rate - per 11 a side pitch	£58.50	£60.30	3.08%	
Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 11 a side pitch	£49.00	£49.70	1.43%	
Tufnell Park - Grass - 2 hour session	Full rate - per 9 a side pitch	£80.00	£82.40	3.00%	
Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 9 a side pitch	£69.25	£71.40	3.10%	
Tufnell Park - Grass - 2 hour session	Child rate - per 9 a side pitch	£48.00	£49.50	3.13%	
Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 9 a side pitch	£40.00	£40.60	1.50%	
Tufnell Park - Grass - 2 hour session	Full rate - per 7 a side pitch	£62.00	£63.90	3.06%	
Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 7 a side pitch	£54.25	£55.90	3.04%	
Tufnell Park - Grass - 2 hour session	Child rate - per 7 a side pitch	£37.25	£38.40	3.09%	
Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 7 a side pitch	£31.25	£31.70	1.44%	
Whittington Park - Astro turf - 1 hour session	Full rate - full pitch	£97.60	£100.50	2.97%	
Whittington Park - Astro turf - 1 hour session	Full rate - 3rd of pitch	£44.00	£45.30	2.95%	
Whittington Park - Astro turf - 1 hour session	BETTER Card / Clubmark - full pitch	£86.25	£88.85	3.01%	
Whittington Park - Astro turf - 1 hour session	BETTER Card / Clubmark - 3rd of a pitch	£39.00	£40.20	3.08%	
Whittington Park - Astro turf - 1 hour session	Child rate - full pitch	£58.15	£59.90	3.01%	
Whittington Park - Astro turf - 1 hour session	Child rate - 3rd of a pitch	£26.00	£26.80	3.08%	
Whittington Park - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£45.90	£46.60	1.53%	
Whittington Park - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - 3rd of a pitch	£21.00	£21.30	1.43%	
<b>Touch Rugby</b>					
Paradise Park - Grass - 1 hour session	Full rate - per pitch	£55.00	£57.00	3.64%	
Paradise Park - Grass - 1 hour session	BETTER Card / Clubmark - per pitch	£45.80	£47.50	3.71%	
Paradise Park - Grass - 1 hour session	Child rate - per pitch	£32.50	£33.50	3.08%	
Paradise Park - Grass - 1 hour session	Child BETTER Card / Clubmark / School - per pitch	£26.75	£27.50	2.80%	
<b>Cricket</b>					
Wray Crescent - Grass - 1pm to dusk	Full rate	£99.00	£102.50	3.54%	
Wray Crescent - Grass - 1pm to dusk	BETTER Card / Clubmark	£84.00	£87.00	3.57%	
Wray Crescent - Grass - 1pm to dusk	Child rate	£42.00	£43.50	3.57%	
Wray Crescent - Grass - 1pm to dusk	Child BETTER Card / Clubmark / School	£42.00	£43.50	3.57%	
Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Full rate	£73.00	£75.50	3.42%	
Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	IZZ Card / Clubmark	£62.00	£64.00	3.23%	
Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Child rate	£31.00	£32.00	3.23%	



**APPENDIX D1: GENERAL FUND FEES AND CHARGES 2020/21**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Child IZZ Card / Clubmark / School	£31.00	£32.00	3.23%	
<b>BOWLS</b>					
Finsbury Square - per person per hour		£7.00	£7.25	3.57%	
<b>NETBALL</b>					
Highbury Fields - Tarmac - 1 hour session	Full rate - per court	£36.40	£37.50	3.02%	
Highbury Fields - Tarmac - 1 hour session	BETTER Card / Clubmark - per court	£31.00	£32.00	3.23%	
Highbury Fields - Tarmac - 1 hour session	Child rate - per court	£22.00	£22.50	2.27%	
Highbury Fields - Tarmac - 1 hour session	Child BETTER Card / Clubmark - per court	£18.20	£19.00	4.40%	
Highbury Fields - Tarmac - 1 hour session	School - whole tarmac area per hour - 8.0am to 4.00pm - Term time only	£24.00	£25.00	4.17%	
Highbury Fields - Tarmac - 1 hour session	Community sports development - whole tarmac area per hour - Saturday 9.00am -1.00pm	£24.00	£25.00	4.17%	
<b>ECOLOGY CENTRE</b>					
Building hire to individuals & non-profit organisations	Per hour	£32.50	£32.50	0.00%	
Building hire to individuals & non-profit organisations	Per day (8 hours)	£225.00	£225.00	0.00%	
Building hire to individuals & non-profit organisations	Weddings & similar - per day (8 hours)	£500.00	£500.00	0.00%	
Equipment Charges	Slide projector	£21.50	£21.50	0.00%	
Equipment Charges	Flip chart - per pad	£8.00	£8.00	0.00%	
Equipment Charges	Digital Projector and Laptop	£43.50	£43.50	0.00%	
Equipment Charges	Plasma Screen	£17.00	£17.00	0.00%	
Tuition charges for schools -	Islington Council schools 1 hour visit	£61.50	£61.50	0.00%	
Tuition charges for schools -	Islington Council schools 1.5 hour visit	£72.50	£72.50	0.00%	
Private and out of borough schools	1 hour	£92.00	£92.00	0.00%	
Private and out of borough schools	1.5 hour	£138.00	£138.00	0.00%	
<b>ALLOTMENTS (WITH EFFECT FROM JANUARY 2020 AS ALLOTMENT FEES HAVE TO BE AGREED ONCE YEAR IN ADVANCE)</b>					
Large Plot Nominal 60m2		£90.00	£93.00	3.33%	
Large Plot Concession Nominal 60m3		£45.00	£46.50	3.33%	
Medium Plot Nominal 40m2		£60.00	£62.00	3.33%	
Medium Plot Concession Nominal 40m3		£30.00	£31.00	3.33%	
Small Plot Nominal 20m2		£30.00	£31.00	3.33%	
Small Plot Concession Nominal 20m3		£15.00	£15.50	3.33%	
<b>PARKS EVENTS FEES &amp; CHARGES</b>					
The fees set out below cover a variety of services related to park events. They are a guideline only and are subject to variation depending on the site, the season, the nature of the event and various other circumstances. The fees will be confirmed upon application and submission of the required supporting documentation. An event will not be authorised until all necessary payments have been made.					
<b>Application Fee</b>					
This covers the cost of the event application management tool (EventApp) which is used to manage events, the annual charges that the Council pays for having music in our parks and the Officer time it takes to assess your application. This fee is non-refundable and must be made at the time of application.					
Community Event		£50.00	£50.00	0.00%	This is not being raised as we want to encourage more community events.
1 day events for up to 500 people without licensable activities		£110.00	£100.00	-9.09%	Price reduced to encourage smaller events
Events longer than 1 day, for more than 500 people or with licensable activities		£330.00	£350.00	6.06%	Price increased to take advantage of commercial events
<b>Site Hire Fee</b>					
This covers the hire of the park and is based on how the event impacts the everyday use of the site. Fees indicated are based on each person attending the event taking 2.5 square metres. If more space is required, for example for a rounder's pitch, sports track, obstacle course or temporary structures, fees will be higher. A proportion of the fee ensures the Council can maintain the parks as a valuable asset for local residents. The fee is also used to manage the impact on the park for example de-compaction and aeration of grassed areas, drainage etc. This fee must be paid at least two weeks before the event start date. If the event is cancelled cancellation fees may apply, see below for more information.					
These fees do not cover funfairs, circuses, markets/food fairs or promotional activities. Prices include an environmental impact fee. The environmental impact fee is charged for restorative works which are carried out throughout the year. If the site has gates this period is while the gates are open. If gates need to be opened early or closed late for access an additional set-up/down fee will be charged. Even if the event is for half a day there may be extra charges if the gates have to be opened early or closed late.					
No more than 50 people (over the course of the whole event)Half day		£550.00	£575.00	4.55%	
No more than 50 people (over the course of the whole event)Full day		£800.00	£825.00	3.13%	
51 to 500 people (over the course of the whole event)Half day		£850.00	£875.00	2.94%	
51 to 500 people (over the course of the whole event)Full day		£1,300.00	£1,350.00	3.85%	
501 to 1,000 people (over the course of the whole event)Half day		£1,300.00	£1,350.00	3.85%	
501 to 1,000 people (over the course of the whole event)Full day		£1,650.00	£1,700.00	3.03%	
1,001 to 2,500 people (over the course of the whole event)Half day		£1,650.00	£1,700.00	3.03%	
1,001 to 2,500 people (over the course of the whole event)Full day		£2,000.00	£2,100.00	5.00%	
2,501 to 5,000 people (over the course of the whole event)Half day		£2,000.00	£2,100.00	5.00%	
2,501 to 5,000 people (over the course of the whole event)Full day		£2,300.00	£2,400.00	4.35%	
<b>Cancellation fee</b>					
All commercial or private events are subject to a cancellation fee.					
More than 28 days prior to event		25%	25%	0.00%	
15-28 days prior to event		50%	50%	0.00%	
7-14 days prior to event		75%	75%	0.00%	
Less than 7 days prior to event		100%	100%	0.00%	
<b>Overstay fee</b>					
If the any part of the site is not vacated by the time stated on the approved event application the event organiser will be required to pay an Overstay Fee. The fee will be 20% of the daily site hire fee per hour overstayed.					
<b>CALLY CLOCK TOWER HERITAGE CENTRE</b>					
Building hire to individuals & non-profit organisations	Per hour (weekdays)	New	£30.00	New	
Building hire to individuals & non-profit organisations	Per hour (weekends)	New	£50.00	New	
			£240.00		
Building hire to individuals & non-profit organisations	Per day (weekday 8 hours max)	New		New	
			£400.00		
Building hire to individuals & non-profit organisations	Per day (weekends 8 hours max)	New		New	
Equipment Charges	Slide projector	New	£21.50	New	
Equipment Charges	Flip chart - per pad	New	£8.00	New	
Equipment Charges	Digital Projector and Laptop	New	£43.50	New	
Equipment Charges	Plasma Screen	New	£17.00	New	

**APPENDIX D2: CEMETERIES FEES AND CHARGES 2020/21**

Description	2019-20		2020-21				Comments
	Resident	Non Resident	Resident	% Change	Non Resident	% Change	
<b>BURIALS</b>							
<b>Private Grave</b>							
Classic Grave Space	£1,300.00	£3,000.00	£1,340.00	3.08%	£3,100.00	3.33%	
Classic Premium Grave Space			£1,800.00		£2,800.00		New item introduced for classic graves purchased in newly developed front lawn style areas
7'x3' Grave Space	£2,280.00	£4,000.00	£2,350.00	3.07%	£4,130.00	3.25%	
9'x4' Grave Space	£2,430.00	£4,500.00	£2,510.00	3.29%	£4,640.00	3.11%	
Woodland Burial	£2,200.00	£3,690.00	£2,270.00	3.18%	£3,810.00	3.25%	
Front lawn areas - 7'x3' Grave Space	£3,735.00	£6,685.00	£3,850.00	3.08%	£6,900.00	3.22%	
Front lawn areas - 9'x4' Grave Space	£5,780.00	£10,420.00	£5,960.00	3.11%	£10,750.00	3.12%	
Trent Park- 8'x5' Grave Space	£1,470.00	£3,000.00	£2,350.00	39.86%	£4,800.00	60.00%	Price increased to standardise pricing across all cemeteries sites and recoup costs following the Trent Park extension.
Children's Memorial Garden	£420.00	£825.00	£420.00	0.00%	£900.00	9.09%	Increase to non-resident pricing in order to recoup costs incurred through the planned extension of this area. No impact on families. Change in legislation means increase will be met by central gov.
<b>Interment Fees</b>							
Individual 16 yrs and over- all cemeteries	£1,150.00	£2,050.00	£1,150.00	0.00%	£2,050.00	0.00%	
Individual under 16 yrs	£500.00	£885.00	£500.00	0.00%	£885.00	0.00%	
Front lawn areas - Adult	£2,095.00	£3,860.00	£2,095.00	0.00%	£3,860.00	0.00%	
Front lawn areas - under 16 yrs	£910.00	£1,615.00	£910.00	0.00%	£1,615.00	0.00%	
Saturday Burial extra charge	£720.00	£720.00	£740.00	2.78%	£740.00	2.78%	
Sunday Burial extra charge	£920.00	£920.00	£950.00	3.26%	£950.00	3.26%	
Saturday burial of ashes extra charge	£145.00	£145.00	£150.00	3.45%	£150.00	3.45%	
Sunday burial of ashes extra charge	£205.00	£205.00	£210.00	2.44%	£210.00	2.44%	
Hand Dipping Fee	£510.00	£510.00	£530.00	3.92%	£530.00	3.92%	
<b>Public Grave</b>							
Adult	£295.00	£460.00	£295.00	0.00%	£460.00	0.00%	
Child 3-16 yrs	£105.00	£140.00	£105.00	0.00%	£140.00	0.00%	
Baby to 3 yrs	£65.00	£110.00	£65.00	0.00%	£110.00	0.00%	
<b>Grave Units</b>							
Purchase of Double vault including 1st Interment & 60 year lease	£6,920.00	£10,250.00	£7,140.00	3.18%	£10,580.00	3.22%	
Purchase of Double front lawn vault inc 1st Interment & 60 year lease	£9,430.00	£14,450.00	£9,730.00	3.18%	£14,910.00	3.18%	
<b>Mausolea</b>							
Purchase of VLA single unit and Interment (inc burial rights) all rows	£6,080.00	£8,970.00	£6,200.00	1.97%	£9,200.00	2.56%	
Purchase of HRC single unit and Interment (inc burial rights) all rows	£11,000.00	£13,000.00	£11,000.00	0.00%	£13,000.00	0.00%	
Interment Fees	£885.00	£885.00	£885.00	0.00%	£885.00	2.56%	
<b>Miscellaneous Charges</b>							
Burial of ashes - 16 yrs old and over	£90.00	£140.00	£90.00	0.00%	£140.00	0.00%	
Burial of ashes - under 16 years	Free	Free	Free	0.00%	Free	0.00%	
Scattering ashes from elsewhere (large casket)	£75.00	£75.00	£75.00	0.00%	£75.00	0.00%	
Transfer Fee	£50.00	£50.00	£50.00	0.00%	£50.00	0.00%	
Stone Removal 7'3	£335.00	£340.00	£340.00	1.49%	£345.00	1.47%	
Stone Removal 7'3 Permit	£320.00	£320.00	£320.00	0.00%	£320.00	0.00%	
Stone Removal headstone only	£220.00	£220.00	£220.00	0.00%	£220.00	0.00%	
Stone Removal Headstone only Permit	£225.00	£230.00	£230.00	2.22%	£235.00	2.17%	
Stone Removal 9'4 and over	Quote	Quote	Quote		Quote		
Stone Removal 9'4 and over Permit	£320.00	£320.00	£320.00	0.00%	£320.00		
<b>Purchase In Reserve 50% Supplement</b>							
Classic Grave Space 6.6 x2.6	1,950.00	4,500.00	2,010.00	3.08%	4,640.00	3.11%	
Classic Premium Grave Space (New areas):							
7'x3' Grave Space	3,420.00	6,000.00	3,530.00	3.22%	6,190.00	3.17%	
9'x4' Grave Space	3,645.00	6,750.00	3,760.00	3.16%	6,970.00	3.26%	
Woodland Burial	3,300.00	5,535.00	3,410.00	3.33%	5,710.00	3.16%	
Front lawn areas - 7'x3 Grave Space	5,603.00	10,028.00	5,780.00	3.16%	10,350.00	3.21%	
Front lawn areas - 9'x4 Grave Space	8,670.00	15,630.00	8,950.00	3.23%	16,130.00	3.20%	
Trent Park- Grave Space 8x5???	2,205.00	4,500.00	2,280.00	3.40%	4,640.00	3.11%	
Children's Memorial Garden	630	1,238.00	650	3.17%	1,280.00	3.39%	
Purchase of Double vault including 1st Interment & 60 year lease	10,380.00	15,375.00	10,710.00	3.18%	15,870.00	3.22%	
Purchase of Double front lawn vault Inc. 1st Interment & 60 yr. lease	14,145.00	21,675.00	14,600.00	3.22%	22,370.00	3.21%	
Purchase of single unit and Interment (inc. burial rights)-1st and 3rd row	9,120.00	13,455.00	9,410.00	3.18%	13,890.00	3.23%	
Purchase of single unit and Interment (inc. burial rights)-2nd row	10,230.00	14,955.00	10,560.00	3.23%	15,430.00	3.18%	
<b>Additional Charges</b>							
Certificate of Burial	£30.00	£30.00	£30.00	0.00%	£30.00	0.00%	
Burial Record Search for up to 3	£45.00	£45.00	£45.00	0.00%	£45.00	0.00%	
Database Record Search	£15.00	£15.00	£15.00	0.00%	£15.00	0.00%	
Extending standard grave to allow for extra large coffin	£70.00	£135.00	£70.00	0.00%	£135.00	0.00%	
<b>Renewal of Grave Lease 16.7% of total costs</b>							
Weekday extended service time in chapel (extra half hour)	£110.00	£110.00	£110.00	0.00%	£110.00	0.00%	
Weekend extended service time in chapel (extra half hour)	£150.00	£150.00	£150.00	0.00%	£150.00	0.00%	
Admin fee for 2 interment in niche at columbarium	£25.00	£25.00	£25.00	0.00%	£25.00	0.00%	
<b>Exhumation Fee</b>							
First coffin - admin fee	£485.00	£485.00	£500.00	3.09%	£500.00	3.09%	
Second coffin - admin fee	£205.00	£205.00	£210.00	2.44%	£210.00	2.44%	
Ashes Exhumation Fee First Interment			£250.00		£250.00		New item
Additional Ashes Exhumation Fee			£150.00		£150.00		New item
<b>Remove &amp; Replace Memorial</b>							
Lawn style memorial up to 7'x3'	£220.00	£220.00	£230.00	4.55%	£230.00	4.55%	
Traditional style memorial up to 7'x3'	£335.00	£335.00	£350.00	4.48%	£350.00	4.48%	
Memorial Plaques	£60.00	£60.00	£60.00	0.00%	£60.00	0.00%	
Ash Plot Memorial	£60.00	£60.00	£60.00	0.00%	£60.00	0.00%	
Memorial base	£130.00	£260.00	£130.00	0.00%	£260.00	0.00%	
<b>Memorial License Fees</b>							
Old section Grave Spaces (Traditional)	£320.00	£320.00	£330.00	3.13%	£330.00	3.13%	
Private Earthen Graves Lawn sections	£225.00	£220.00	£230.00	2.22%	£230.00	4.55%	
Common Graves	£70.00	£70.00	£70.00	0.00%	£70.00	0.00%	
Additional Memorial Work	£75.00	£75.00	£80.00	6.67%	£80.00	6.67%	
Annual clean	£30.00	£30.00	£30.00	0.00%	£30.00	0.00%	
Ash Plot	£150.00	£150.00	£150.00	0.00%	£150.00	0.00%	
<b>CREMATION</b>							
<b>Cremation Services</b>							
Individual 16 years and over	£625.00	£625.00	£650.00	4.00%	£650.00	4.00%	
Individual under 16 years	£35.00	£35.00	£35.00	0.00%	£35.00	0.00%	
Early Morning Cremation	£325.00	£325.00	£325.00	0.00%	£325.00	0.00%	
Double funeral service	£750.00	£750.00	£770.00	2.67%	£770.00	2.67%	
Evenings and Saturday Cremation	£780.00	£780.00	£800.00	2.56%	£800.00	2.56%	
Sunday Cremation	£950.00	£950.00	£980.00	3.16%	£980.00	3.16%	
Weekday extended service time in chapel (extra half hour)	£110.00	£110.00	£110.00	0.00%	£110.00	0.00%	
Weekend extended service time in chapel (extra half hour)	£150.00	£150.00	£150.00	0.00%	£150.00	0.00%	
Direct Cremation			£250.00		£250.00		New item
Contract Cremation	£130.00	£130.00	£130.00	0.00%	£130.00	0.00%	
Use of Organist	£70.00	£70.00	£70.00	0.00%	£70.00	0.00%	
<b>Audio-Visual System</b>							
Live Webcast	£30.00	£30.00	£30.00	0.00%	£30.00	0.00%	
Live Webcast & Re-Watch again within 28 days	£45.00	£45.00	£45.00	0.00%	£45.00	0.00%	
Webcast DVD/BluRay	£50.00	£50.00	£50.00	0.00%	£50.00	0.00%	
Webcast CD	£45.00	£45.00	£45.00	0.00%	£45.00	0.00%	
Webcast Additional DVD/BluRay (each)	£35.00	£35.00	£35.00	0.00%	£35.00	0.00%	
Single Photo (continuously displayed throughout service)	£12.00	£12.00	£12.00	0.00%	£12.00	0.00%	
Simple slideshow (Max 25 photos-played once during service)	£40.00	£40.00	£40.00	0.00%	£40.00	0.00%	
Professional Tribute (Max 25 photos-Set to a music track of choice-Played once during service)	£70.00	£70.00	£70.00	0.00%	£70.00	0.00%	
Family supplied tribute	£18.00	£18.00	£20.00	11.11%	£20.00	11.11%	
<b>Removing Ashes from Crematorium</b>							
Holding ashes on temporary deposit	£20.00	£20.00	£20.00	0.00%	£20.00	0.00%	
<b>PET CEMETERY FEES</b>							
Large grave	£560.00	£560.00	£580.00	3.57%	£580.00	3.57%	
Medium grave	£455.00	£455.00	£470.00	3.30%	£470.00	3.30%	
Small grave	£390.00	£390.00	£400.00	2.56%	£400.00	2.56%	
Scattering of ashes	Free	Free	Free	0.00%	Free	0.00%	
Burial of ashes with marker	£100.00	£100.00	£100.00	0.00%	£100.00	0.00%	
<b>Hamstead Cemetery Re - Open</b>							
Interment Fee Traditional	£ 1,565.00	£ 2,400.00	£ 1,620.00	3.51%	£ 2,400.00	0.00%	
Memorial Traditional	£ 335.00	£ 335.00	£ 350.00	4.48%	£ 335.00	0.00%	
Interment Fee Lawn	£ 1,565.00	£ 2,400.00	£ 1,620.00	3.51%	£ 2,400.00	0.00%	
Memorial Lawn	£ 220.00	£ 220.00	£ 230.00	4.55%	£ 230.00	4.55%	

**APPENDIX D2: CEMETERIES FEES AND CHARGES 2020/21**

Description	2019-20		2020-21				Comments
	Resident	Non Resident	Resident	% Change	Non Resident	% Change	
Turf Lawn	£ 130.00	£ 130.00	£ 130.00	0.00%	£ 130.00	0.00%	

**APPENDIX D3: GLL ACTIVITY PRICES 2020/21**

GLL- Islington	2019 Prices							2020 Prices													
	Better H&F over 60	Better H&F Adult Con	Better H&F Adult Non Member	Better H&F Adult	Better H&F Jrn Non Mem	Better H&F Jrn	Better H&F Jrn Con	Better H&F over 60	% Change	Better H&F Adult Con	% Change	Better H&F Adult Non Member	% Change	Better H&F Adult	% Change	Better H&F Jrn Non Mem	% Change	Better H&F Jrn Con	% Change		
<b>ACTIVITIES</b>																					
<b>Badminton</b>																					
Adult Club League	£7.65	£7.65	£8.95	£7.90	£0.00	£7.65	£0.00	£5.45	-28.8%	£5.45	-28.8%	£8.10	-9.5%	£5.55	-29.2%	0.00	0.0%	4.45	-41.8%	0.00	0.0%
Club/Club	£7.65	£7.65	£8.95	£7.90	£0.00	£7.65	£0.00	£6.90	-9.8%	£6.90	-9.8%	£8.95	0.0%	£7.65	-3.2%	0.00	0.0%	5.70	-25.5%	0.00	0.0%
Course x five	£47.70	£47.70	£55.60	£49.00	£0.00	£47.70	£0.00	£48.65	2.0%	£48.65	2.0%	£57.25	3.0%	£50.45	3.0%	0.00	0.0%	49.15	3.0%	0.00	0.0%
Court 55 minutes: Off peak	£8.70	£8.65	£10.65	£8.95	£0.00	£8.65	£0.00	£7.95	-8.6%	£8.85	2.3%	£10.95	2.8%	£9.20	2.8%	0.00	0.0%	8.85	2.3%	0.00	0.0%
Court 55 minutes: Peak	£12.45	£12.55	£15.65	£12.95	£0.00	£12.55	£0.00	£12.70	2.0%	£12.80	2.0%	£16.10	2.8%	£13.30	2.7%	0.00	0.0%	12.90	2.8%	0.00	0.0%
Junior Club/ Club 2 hrs	£0.00	£0.00	£0.00	£0.00	£5.40	£0.00	£3.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	5.55	2.8%	0.00	0.0%	3.20	1.6%
Racket hire	£2.45	£2.45	£2.50	£2.55	£2.45	£2.45	£2.45	£2.50	2.0%	£2.50	2.0%	£2.55	2.0%	£2.60	2.0%	2.50	2.0%	2.50	2.0%	2.50	2.0%
<b>Basketball</b>																					
1hr Basketball	£81.20	£81.20	£94.65	£83.55	£92.10	£81.25	£81.25	£82.80	2.0%	£82.85	2.0%	£97.50	3.0%	£86.05	3.0%	94.90	3.0%	83.70	3.0%	82.90	2.0%
2hr open session-Sobell	£0.00	£0.00	£0.00	£0.00	£5.40	£4.25	£3.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	5.55	2.8%	4.35	2.4%	3.20	1.6%
Basketball at Finsbury	£84.05	£84.05	£66.85	£55.65	£65.00	£54.10	£54.10	£55.15	2.0%	£55.15	2.0%	£68.85	3.0%	£57.30	3.0%	66.95	3.0%	55.20	2.0%	55.20	2.0%
Block booking at Sobell	£81.20	£81.20	£94.65	£83.55	£92.10	£81.25	£81.25	£82.85	2.0%	£82.90	2.0%	£97.50	3.0%	£86.05	3.0%	93.00	3.0%	82.90	2.0%	82.90	2.0%
<b>Classes</b>																					
Aerobics 55 Mins: Off-peak	£2.25	£3.60	£7.50	£5.80	£0.00	£0.00	£0.00	£2.30	2.2%	£3.65	1.4%	£7.70	2.2%	£5.95	2.6%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Aerobics 55 Mins: Peak	£2.85	£4.90	£8.95	£7.30	£0.00	£0.00	£0.00	£2.90	1.8%	£5.00	2.1%	£9.20	2.8%	£7.50	2.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Aerobics 55+ mins: Off-peak	£2.75	£4.55	£8.45	£7.30	£0.00	£0.00	£0.00	£2.80	1.8%	£4.65	2.2%	£8.70	3.0%	£7.50	2.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Aerobics 55+ mins: Peak	£2.95	£4.75	£9.70	£8.15	£0.00	£0.00	£0.00	£3.00	1.7%	£4.85	2.1%	£9.95	2.6%	£8.35	2.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Mind and Body 1hour+ : Off-peak	£2.75	£5.00	£9.20	£8.00	£0.00	£0.00	£0.00	£2.80	1.8%	£5.10	2.0%	£9.45	2.7%	£8.20	2.5%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Mind and Body 1 hour+ : Peak	£2.95	£5.40	£11.00	£9.35	£0.00	£0.00	£0.00	£3.00	1.7%	£5.50	1.9%	£11.30	2.7%	£9.60	2.7%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
Running Club	£2.75	£0.00	£4.55	£3.40	£0.00	£0.00	£0.00	£2.80	1.8%	£0.00	0.0%	£4.65	2.2%	£3.50	3.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%
<b>Gym Session</b>																					
Gym with swim: peak- Inclusive	£0.00	£4.90	£8.05	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£5.00	2.0%	£8.25	2.5%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Cally Gym with Swim- Off peak	£0.00	£2.75	£5.95	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£2.80	1.8%	£6.10	2.5%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Cally Gym with Swim- peak	£2.75	£3.85	£5.95	£0.00	£0.00	£0.00	£0.00	£2.80	1.8%	£3.90	1.3%	£6.10	2.5%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Gym with swim: off-peak	£2.25	£3.80	£8.05	£0.00	£0.00	£0.00	£0.00	£2.30	2.0%	£3.85	1.3%	£8.25	2.5%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Gym with swim: Peak	£2.75	£4.85	£5.05	£0.00	£0.00	£0.00	£0.00	£2.80	1.8%	£4.90	1.1%	£5.20	3.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Non Member day membership Cally	£0.00	£0.00	£13.45	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£11.00	-18.2%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Non Member day membership Highbury	£0.00	£0.00	£22.25	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£11.00	-50.6%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Non Member day membership Other Gym	£0.00	£0.00	£16.75	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£11.00	-34.3%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>Ice Rink</b>																					
After School Session	£0.00	£0.00	£0.00	£0.00	£5.30	£4.25	£3.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	5.50	3.8%	4.35	2.4%	3.20	1.6%
Under 5's	£0.00	£0.00	£0.00	£0.00	£3.20	£2.20	£1.20	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	3.30	3.1%	2.25	2.3%	1.25	4.2%
Skate Hire	£0.00	£0.00	£1.35	£0.00	£1.30	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£1.40	3.7%	£0.00	0.0%	1.40	7.2%	0.00	0.0%	0.00	0.0%
Skating per session	£0.00	£3.85	£6.90	£4.45	£5.40	£4.25	£3.15	£0.00	0.0%	£3.95	2.6%	£6.95	0.8%	£4.65	4.5%	5.50	1.9%	4.35	2.4%	3.20	1.6%
<b>Sauna Session</b>																					
Sauna	£2.80	£4.85	£8.95	£7.25	£0.00	£0.00	£0.00	£2.85	1.8%	£4.90	1.1%	£9.20	2.8%	£7.45	2.8%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Sauna Partial Service	£2.25	£4.90	£6.70	£5.95	£0.00	£0.00	£0.00	£2.30	2.0%	£5.00	2.0%	£6.85	2.3%	£6.10	2.5%	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>Swimming</b>																					
Aqua Classes 55min	£1.00	£3.80	£7.50	£5.55	£4.30	£3.25	£2.45	£1.00	0.0%	£3.85	1.3%	£7.70	2.2%	£5.70	2.7%	4.40	2.3%	3.30	1.5%	2.50	2.0%
Casual/Lane Swim	£1.00	£2.45	£4.95	£4.05	£2.75	£1.00	£0.00	£1.00	0.0%	£2.50	2.0%	£5.05	2.0%	£4.15	2.5%	2.80	1.8%	1.00	0.0%	0.00	0.0%
Over 60's Free Swimming	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Swim For A Pound	£0.00	£0.00	£1.00	£0.00	£0.00	£1.00	£0.00	£0.00	0.0%	£0.00	0.0%	£1.00	0.0%	£0.00	0.0%	0.00	0.0%	1.00	0.0%	0.00	0.0%
Aqua Card Monthly DD	£0.00	£0.00	£34.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£32.50	-5.8%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>Table Tennis</b>																					
Adult Drop in	£0.00	£4.55	£6.65	£5.25	£0.00	£0.00	£0.00	£0.00	0.0%	£4.60	1.1%	£6.85	3.0%	£5.40	2.8%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Bat Hire	£0.00	£2.55	£2.65	£2.65	£0.00	£0.00	£0.00	£0.00	0.0%	£2.60	2.0%	£2.70	1.9%	£2.70	1.9%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Court booking	£5.10	£5.10	£7.30	£5.25	£0.00	£0.00	£0.00	£5.20	2.0%	£5.20	2.0%	£7.50	2.7%	£5.40	2.8%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Drop in	£0.00	£0.00	£0.00	£0.00	£5.30	£0.00	£4.20	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	5.45	2.8%	0.00	0.0%	4.25	1.2%
<b>Tennis Casual</b>																					
Casual Coached Session	£0.00	£5.30	£11.75	£9.35	£7.60	£6.40	£3.45	£0.00	0.0%	£5.40	1.9%	£12.10	3.0%	£9.60	2.7%	7.80	2.6%	6.55	2.3%	3.50	1.4%
Munchkin Tennis	£0.00	£0.00	£0.00	£0.00	£4.45	£3.25	£2.75	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	4.55	2.2%	3.30	1.5%	2.80	1.8%
Pay & Play: 2hrs	£0.00	£4.55	£8.90	£7.90	£0.00	£0.00	£0.00	£0.00	0.0%	£4.60	1.1%	£9.15	2.8%	£8.10	2.5%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Pay & Play: 3hrs	£0.00	£5.50	£11.70	£9.55	£0.00	£0.00	£0.00	£0.00	0.0%	£5.60	1.8%	£12.00	2.6%	£9.80	2.6%	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>Tennis Courses</b>																					
Indoor Adult	£0.00	£0.00	£15.60	£13.95	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£16.00	2.6%	£14.35	2.9%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Indoor Adult Intensive	£0.00	£0.00	£17.30	£15.60	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£17.80	2.9%	£16.00	2.6%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Indoor Junior- Green	£0.00	£0.00	£0.00	£0.00	£10.10	£8.85	£5.55	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	10.60	5.0%	9.35	5.6%	5.70	2.7%
Indoor Junior- orange	£0.00	£0.00	£0.00	£0.00	£9.60	£8.40	£5.00	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	10.10	5.2%	8.90	6.0%	5.10	2.0%
Indoor Junior- Red	£0.00	£0.00	£0.00	£0.00	£9.50	£7.75	£4.50	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	10.00	5.3%	8.20	5.8%	4.60	2.2%

**APPENDIX D3: GLL ACTIVITY PRICES 2020/21**

GLL- Islington	2019 Prices							2020 Prices															
	Better H&F over 60	Better H&F Adult Con	Better H&F Adult Non Member	Better H&F Adult	Better H&F Jnr Non Mem	Better H&F Junior	Better H&F Jnr Con	Better H&F over 60	% Change	Better H&F Adult Con	% Change	Better H&F Adult Non Member	% Change	Better H&F Adult	% Change	Better H&F Jnr Non Mem	% Change	Better H&F Junior	% Change	Better H&F Jnr Con	% Change		
Small Pitch 45 min: Peak	£70.40	£70.45	£72.90	£72.40	£0.00	£0.00	£0.00	£71.80	2.0%	£71.85	2.0%	£80.25	3.0%	£74.60	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Small Pitch Junior 45 min: Off-peak	£0.00	£0.00	£0.00	£0.00	£28.00	£24.60	£24.60	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	28.85	3.0%	25.30	2.8%	25.10	2.0%	0.00	0.0%
Small Pitch Off-peak weekends	£52.55	£52.50	£59.75	£54.00	£0.00	£0.00	£0.00	£53.60	2.0%	£53.55	2.0%	£61.55	3.0%	£55.60	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Squash Clinic- Finsbury	£5.20	£5.10	£7.30	£5.35	£0.00	£0.00	£0.00	£5.30	1.9%	£5.20	2.0%	£7.50	2.2%	£5.50	2.8%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Court 40min:FLC: Off-peak	£8.45	£8.45	£10.60	£8.70	£0.00	£0.00	£0.00	£8.60	1.8%	£8.60	1.8%	£10.90	2.8%	£8.95	2.8%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Court 40min:FLC: Peak	£10.10	£10.10	£12.90	£10.40	£0.00	£0.00	£0.00	£10.30	2.0%	£10.30	2.0%	£13.25	2.7%	£10.70	2.9%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Sport Session (Finsbury)	£0.00	£0.00	£0.00	£0.00	£5.30	£4.30	£2.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	5.45	2.8%	4.40	2.3%	2.15	0.0%	0.00	0.0%
<b>IRB</b>																							
Main pool hire	£0.00	£0.00	£91.30	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£94.05	3.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Teaching pool hire	£0.00	£0.00	£69.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£71.10	3.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Self Service 7kg wash	£0.00	£4.90	£7.25	£6.50	£0.00	£0.00	£0.00	£0.00	0.0%	£5.00	2.0%	£7.45	2.8%	£6.70	3.1%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Self Service 16kg wash	£0.00	£7.05	£10.35	£9.30	£0.00	£0.00	£0.00	£0.00	0.0%	£7.15	1.4%	£10.65	2.9%	£9.55	2.7%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Self Service Dry	£0.00	£1.60	£3.65	£2.05	£0.00	£0.00	£0.00	£0.00	0.0%	£1.60	0.0%	£3.75	2.7%	£2.10	2.4%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Ironing service 5 item	£0.00	£2.55	£3.95	£4.00	£0.00	£0.00	£0.00	£0.00	0.0%	£2.60	2.0%	£4.05	2.5%	£4.10	2.5%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
SPA London	£9.50	£9.50	£26.00	£0.00	£0.00	£0.00	£0.00	£9.75	2.6%	£9.75	2.6%	£26.00	0.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>Tennis Centre</b>																							
Studio: 1hr Off-peak	£0.00	£0.00	£30.15	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£31.05	3.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Studio: 1hr Peak	£0.00	£0.00	£35.70	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£36.75	2.9%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
<b>Market Road</b>																							
Adult one hour full pitch off peak	£49.20	£49.20	£57.70	£50.75	£0.00	£0.00	£0.00	£50.20	2.0%	£50.20	2.0%	£59.45	3.0%	£52.25	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Adult one hour full pitch peak	£83.90	£83.90	£97.60	£86.25	£0.00	£0.00	£0.00	£85.60	2.0%	£85.60	2.0%	£100.50	3.0%	£88.85	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Block Bookings	£0.00	£0.00	£77.00	£0.00	£38.50	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£79.30	3.0%	£0.00	0.0%	39.65	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Football Hire	£0.00	£0.00	£3.35	£0.00	£3.30	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.40	1.6%	£0.00	0.0%	3.40	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Junior one hour full pitch peak	£0.00	£0.00	£0.00	£0.00	£58.15	£45.90	£45.90	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	59.90	3.0%	46.60	1.5%	46.60	1.5%	0.00	0.0%
Outdoor 5 a side 60min	£64.90	£64.90	£78.00	£66.75	£37.30	£31.90	£0.00	£66.20	2.0%	£66.20	2.0%	£80.35	3.0%	£68.75	3.0%	38.40	2.9%	32.50	1.9%	0.00	0.0%	0.00	0.0%
<b>Sobell</b>																							
Marital Arts	£0.00	£0.00	£27.80	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£28.60	2.9%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Outdoor 5 a side 60min	£65.05	£64.90	£78.00	£66.75	£37.25	£31.90	£0.00	£66.35	2.0%	£66.20	2.0%	£80.35	3.0%	£68.75	3.0%	38.40	3.1%	32.50	1.9%	0.00	0.0%	0.00	0.0%
Judo room: 1 hr	£0.00	£0.00	£34.50	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£35.55	3.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Rink Hire: 1 hour	£0.00	£0.00	£122.50	£104.90	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£126.20	3.0%	£108.00	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Studio 1hr - SLC	£0.00	£0.00	£47.00	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£48.40	3.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Studio- Day rate	£0.00	£0.00	£222.65	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£229.35	3.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
VIP Suite- Commercial Rate per session	£0.00	£0.00	£222.65	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£229.35	3.0%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
VIP suite- Community Use per session	£0.00	£0.00	£22.25	£11.20	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£22.90	2.9%	£11.50	2.7%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Bouncy Castle & catering room	£0.00	£0.00	£150.25	£130.25	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£154.70	3.0%	£134.20	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Ice Rink	£0.00	£0.00	£222.55	£200.50	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£229.25	3.0%	£206.55	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Soft Play: Off peak	£0.00	£0.00	£133.50	£116.80	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£137.55	3.0%	£120.35	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Soft Play: Peak	£0.00	£0.00	£211.50	£189.15	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£217.55	2.9%	£194.75	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Sports party & catering	£0.00	£0.00	£150.20	£133.55	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£154.75	3.0%	£137.60	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Trampoline & catering	£0.00	£0.00	£150.20	£133.55	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£154.75	3.0%	£137.60	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Zumba tonic Dance Parties	£0.00	£0.00	£150.20	£133.55	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£154.75	3.0%	£137.60	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Squash Clinic- Sobell	£6.90	£6.85	£8.40	£7.05	£0.00	£0.00	£0.00	£7.00	1.4%	£6.95	1.5%	£8.65	3.0%	£7.25	2.8%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Court 40min:SLC: Off-peak	£5.10	£5.10	£9.00	£5.10	£0.00	£0.00	£0.00	£5.20	2.0%	£5.20	2.0%	£9.25	2.8%	£5.20	2.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Court 40min:SLC: Peak	£10.10	£10.10	£12.95	£10.40	£0.00	£0.00	£0.00	£10.30	2.0%	£10.30	2.0%	£13.30	2.7%	£10.70	2.9%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Leaguer Players Per Person	£5.75	£5.75	£7.30	£6.00	£0.00	£0.00	£0.00	£5.85	1.7%	£5.85	1.7%	£7.50	2.7%	£6.15	2.5%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Racket hire	£2.45	£2.45	£2.55	£2.55	£0.00	£0.00	£0.00	£2.50	2.0%	£2.50	2.0%	£2.60	2.0%	£2.60	2.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Football Hire	£0.00	£0.00	£3.40	£0.00	£0.00	£0.00	£0.00	£0.00	0.0%	£0.00	0.0%	£3.45	1.5%	£0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Main Hall 60min	£81.30	£81.25	£94.65	£83.55	£0.00	£0.00	£0.00	£82.95	2.0%	£82.90	2.0%	£97.50	3.0%	£86.05	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Outdoor 60min	£64.90	£64.90	£78.00	£66.55	£0.00	£0.00	£0.00	£66.20	2.0%	£66.20	2.0%	£80.35	3.0%	£68.55	3.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Junior Gym	£0.00	£0.00	£0.00	£0.00	£5.30	£4.25	£3.15	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	£0.00	0.0%	5.45	2.8%	4.35	2.4%	3.20	1.6%	0.00	0.0%
Sport session	£0.00	£0.00	£0.00	£0.00	£5.30	£4.25	£3.15	£0.00															

**APPENDIX D4: GLL MEMBERSHIPS AND TRAMPOLINE PARK PRICING 2020/21**

2019

Prepaid Memberships	60+	Adult Concession	Adult (BHF)	Student	Student Spa	Gym Only Cally	Gym Only sobell	Highbury Membershin	Junior	Junior Concession	BHF Off Peak	Corporate	NHS	Joint	Adult ICE	H&F ICE Junior	INCLUSIVE
Monthly	£20.10	£29.35	£51.45	£35.95	£50.95	£24.95	£29.85	£31.50	£15.45	£10.80	£44.30	£46.75	£40.65	£97.95	£27.50	£20.50	£20.95
% Change	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Annual	£201.00	£296.30	£514.50	£359.50	£509.50	£308.35	£388.60	£324.45	£172.95	£108.00	£443.00	£467.50	£406.50	£979.50	£275.00	£205.00	£209.50
% Change	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Joining Fee	£25.00	£15.00	£25.00	£15.00	£15.00	£15.00	£15.00	£25.00	£15.00	£15.00	£15.00	£25.00	£25.00	£25.00	£25.00	£25.00	£15.00
% Change	New Charge	-50.0%	-28.6%	1500.0%	0.0%	0.0%	0.0%	66.7%	50.0%	50.0%	-40.0%	2500.0%	2500.0%	-64.3%	66.7%	50.0%	0.0%
<b>Swimming Lessons</b>																	
Monthly		£19.40	£24.30						£19.15	£14.60							
% Change		2.1%	2.0%						2.0%	2.0%							
1-1 lessons		£23.50	£23.50						£23.50	£23.50							
% Change		4.3%	4.3%						4.3%	4.3%							

2020

Prepaid Memberships	60+	Adult Concession	Adult (BHF)	Student	Student Spa	Gym Only Cally	Gym Only sobell	Highbury Membershin	Junior	Junior Concession	BHF Off Peak	Corporate	NHS	Joint	Adult ICE	H&F ICE Junior	INCLUSIVE
Monthly	£20.50	£30.00	£51.45	£37.00	£52.00	£24.95	£30.75	£31.50	£15.90	£11.00	£45.65	£48.20	£41.90	£100.95	£28.35	£21.13	£21.35
% Change	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Annual	£205.00	£300.00	£514.50	£370.00	£529.50	£308.35	£369.00	£324.45	£190.80	£110.00	£456.50	£482.00	£419.00	£1,009.50	£283.50	£211.30	£213.50
% Change	2.0%	2.0%	0.0%	2.0%	0.0%	0.0%	2.0%	0.0%	10.2%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Joining Fee	£25.00	£15.00	£25.00	£15.00	£15.00	£15.00	£15.00	£25.00	£15.00	£15.00	£15.00	£25.00	£25.00	£25.00	£25.00	£25.00	£15.00
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Swimming Lessons</b>																	
Monthly		£20.00	£26.30						£20.50	£15.00							
% Change		2.1%	2.2%						2.0%	2.0%							
1-1 lessons		£24.50	£24.50						£24.50	£24.50							
% Change		4.3%	4.3%						4.3%	4.3%							

Trampoline Park Pricing	2019	2020	% Change
1 hr Peak Adult	£10.50	£10.95	4.3%
1hr Peak Junior	£8.50	£8.80	3.5%
1 hr Peak 1 Adult & 1 Under 5	£14.45	£14.95	3.5%
1 hr Off Peak Adult	£7.95	£7.95	0.0%
1hr Off Peak Junior	£7.95	£7.95	0.0%
1hr Off Peak 1 Adult & 1 Under 5	£11.90	£11.90	0.0%
1hr Off Peak Toddler Jump 1 Adult & 1 Toddler	£7.95	£7.95	0.0%
Disability Jump	£5.95	£5.95	0.0%
This Girl Can Jump	£3.10	£3.10	0.0%
1 hr Early Bird Jump	£5.95	£5.95	0.0%
Early Bird Jump 1 adult & 1 under 5	£9.90	£10.00	1.0%
1hr Family Adult jump	£7.95	£7.95	0.0%
1hr Junior Family Jump	£7.95	£7.95	0.0%
1hr 1 Adult & 1 under 5 Family Jump	£7.95	£7.95	0.0%
Birthday party (Price Per Person - Minimum 10)	£18.65	£19.50	4.6%

\* Prices Frozen Feb 2018 to April 2020 As part of the Trampoline Launch  
 \*2020-21 9 Price Lines Frozen since opening in Feb 2018

## **Appendix E1 – HRA Medium-Term Financial Strategy 2020/21 to 2022/23**

HRA - MEDIUM TERM FINANCIAL STRATEGY	2019-20	2020-21	2021-22	2022-23
	Revised Estimate	Estimate	Indicative Estimate	Indicative Estimate
	£M's	£M's	£M's	£M's
<b>HRA INCOME:</b>				
Income From Dwellings:				
Tenants Rents	£149.6	£156.7	£160.2	£163.2
Tenants Service Charges	£16.0	£16.5	£16.8	£17.2
Income From Dwellings	£165.6	£173.2	£177.0	£180.4
Commercial Property Rents	£1.6	£1.6	£1.6	£1.6
Heating Charges (Tenants & Leaseholders)	£2.7	£2.7	£2.7	£2.7
LeaseHolder Annual Service Charges	£10.1	£11.6	£12.4	£12.7
LeaseHolder Charges for Major Works	£2.5	£3.5	£3.5	£3.5
LeaseHolder Charges	£12.6	£15.1	£15.9	£16.2
Other Charges for Services & Facilities	£5.5	£5.8	£4.4	£4.6
Private Finance Initiative Government Subsidy	£22.9	£22.9	£22.9	£6.1
Interest Receivable	£0.5	£0.8	£0.8	£0.8
Transfers from the General Fund for Shared Services	£0.8	£0.8	£0.8	£0.8
<b>GROSS INCOME SUB TOTAL</b>	<b>£212.2</b>	<b>£222.9</b>	<b>£226.1</b>	<b>£213.2</b>
<b>HRA EXPENDITURE:</b>				
General Management	£51.1	£52.1	£53.0	£60.8
Private Finance Initiative - Payments	£44.0	£44.2	£45.6	£13.2
Special Services	£24.3	£25.3	£25.8	£26.3
Repairs & Maintenance	£32.9	£34.1	£35.1	£40.6
Rents, Rates, Taxes & Other Charges	£0.6	£1.0	£1.0	£1.0
Interest Charges on Debt	£16.4	£17.9	£19.4	£20.8
Depreciation - Contribution to the Major Repairs Reserve (to fund the Capital Prog.)	£35.0	£36.0	£37.1	£38.2
Total Capital Financing Costs	£51.4	£53.9	£56.5	£59.0
Increase In Bad Debt Provision	£0.8	£1.3	£1.3	£2.3
HRA Contingency	£1.1	£2.3	£2.2	£1.7
Contribution to HRA Reserves	£6.0	£8.7	£5.6	£8.3
<b>GROSS EXPENDITURE SUB TOTAL</b>	<b>£212.2</b>	<b>£222.9</b>	<b>£226.1</b>	<b>£213.2</b>
<b>NET HRA Position</b>	<b>£0.0</b>	<b>£0.0</b>	<b>£0.0</b>	<b>£0.0</b>

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## Appendix E2: HRA Fees and Charges 2020/21

### Tenant Service Charges and Digital TV Charges

	<b>Proposed weekly charge or compensation sum</b>
Caretaking and Cleaning	£10.54
Estate Services (estate lighting, communal estate repairs and grounds maintenance)	£5.52
<b>Tenant Service Charge</b>	<b>£16.06</b>
Digital TV (Installation & maintenance)	£0.34
Digital TV (maintenance only)	£0.20
Compensation for loss of caretaking service	£2.49 per day (after 5 consecutive days of lost service)
<p><b>Note:</b> On an annual 52-week basis the weekly tenant service charge for caretaking and estate services increases by 60p per week from £15.46 to £16.06.</p> <p>Charges have increased by 3.9% to cover inflationary increases in respect of the pay award, salary increments, utility costs &amp; other running costs.</p> <p>Caretaking compensation has increased in line with the increase in caretaking charge.</p> <p>Digital TV installation &amp; maintenance on an annual 52-week basis charges have increased by RPI 2.4% (September 2019).</p>	

### Heating and Hot Water Charges

	<b>Bedsit Weekly Charge £</b>	<b>1-Bed Weekly Charge £</b>	<b>2-Bed Weekly Charge £</b>	<b>3-Bed Weekly Charge £</b>	<b>4-Bed Weekly Charge £</b>
General:					
Heating and Hot Water	8.55	9.48	11.24	13.22	14.98
Heating Only (60% Full Charge)	5.02	5.57	6.60	7.76	8.80
Bunhill Energy Network (St Luke's, Stafford Cripps, Redbrick and Kings Square)	7.70	8.53	10.11	11.90	13.48
<p>Compensation (after 5 consecutive days or more of lost service, backdated to the start of the heating loss period):</p> <p>Heating and Hot Water £7.58 per day</p> <p>Heating only £7.07 per day</p> <p>Hot Water only 92p per day</p>					

## Appendix E2: HRA Fees and Charges 2020/21

**Note:** Although gas supply costs are expected to increase, the gas “pool” has been used to absorb this increase, hence charges to tenants in 2020-21 can remain frozen for the 4th consecutive year at 2016-17 levels.

Compensation costs have been increased by RPI 2.4% (September 2019).

### Estate Parking Charges

<b>CARBON EMISSION AND ENGINE SIZES:</b>	<b>EMISSION BANDS / CHARGES</b>			
	BAND A	BAND B	BAND C	BAND D
Carbon CO2 Rating G/km (Grams per kilometre)	0-120	121-150	151-185	186+
Engine Size CC (Cylinder Capacity)	0-1100	1101-1399	1400-1850	1851+
	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>
<b>Rent &amp; Service Charge Payers:</b>				
- Garage	10.24	20.47	20.47	22.52
- Car Cage	4.78	9.57	9.57	10.53
- Parking Space	2.62	5.22	5.22	5.74
- Integral Garage	7.07	14.10	14.10	15.52
<b>Non-Rent &amp; Service Charge Payers:</b>				
- Garage	21.33	42.61	42.61	46.84
- Car Cage	10.00	19.92	19.92	21.91
- Parking Space	5.86	12.49	12.49	17.19
<b>Garages Used For Non-Vehicle Storage – Rent &amp; Service Charge Payers</b>				£22.52
<b>Garages Used For Non-Vehicle Storage –Non-Rent &amp; Service Charge Payers</b>				£46.84
Diesel Surcharge - applies to both Rent/Serv. Charge Payers & Non Rent/Serv. Charge Payers in respect of all parking facilities				£120.00 per Year or £2.30 per Week
A 50% or 100% discount is offered on all vehicle parking charges to holders of an Islington Council disability parking blue badge.				
VAT will be added to the above charges where applicable.				
<b>Note:</b> Charges increase in line with inflation (2.4% RPI September 2019).				
For example, the charge to an LBI resident for a garage with a band B vehicle increases by 48p from £19.99 to £20.47 per week.				

## **Appendix E2: HRA Fees and Charges 2020/21**

The diesel surcharge, which on an annual 52-week basis, remains frozen at the 2019-20 rate.

### **Concierge Service Charges**

	<b>Weekly Charge £</b>
Category A (Concierge Office in Block)	14.40
Category B (Concierge Office in Estate)	10.81
Category C (Concierge Office – Remote multiple cameras)	6.50
Category D (Concierge Office – Remote a small number of cameras)	2.04
<b>Note:</b> On an annual 52-week basis the weekly tenant charges have increased by 13% to cover inflation & to more closely reflect the true cost of the service provided. For example the charge to tenants who receive a Category B service increases by £1.26 from £9.55 to £10.81.	

### **Parking Charge Notices (PCN)**

	<b>Council Estates £</b>
Parking Charge Notices	100.00
Parking Charge Notices (Paid within 14 days of issue)	60.00
<b>Note:</b> The maximum charges for unauthorised parking on council estates (off-street parking) are recommended by the British Parking Association on behalf of the Home Office. No increase is recommended in 2020-21. For on-street parking (outside council estates), the Council charges between £80 and £130 depending on the seriousness of the offence.	

### **Storage Units**

	<b>Weekly Charge £</b>
Rent & Service Charge Payers	1.83
Non-Rent & Service Charge Payers	3.68
<b>Note:</b> Charges increase in line with inflation (2.4% RPI September 2019). The charge to Rent & Service Charge Payers has increased by 4p from £1.79 to £1.83 and that for Non-Rent & Service Charge Payers has increased by 9p from £3.59 to £3.68.	

### **Floor Coverings (including underlay, carpets & fitting):**

Covering the Bedroom(s), Front Room, Hallway & Staircase

## **Appendix E2: HRA Fees and Charges 2020/21**

2020-21 charges to tenants commencing the scheme wef 2017-18 reflects a more robust/substantial underlay. Increased in line with inflation (2.4% RPI at September 2019)		
No of Beds	2020-21 Charge	Weekly Charge to Tenants over 5 years
1	£728	£2.80
2	£1,066	£4.10
3	£1,369	£5.40
4	£1,682	£6.47

### **Home Ownership Unit Charges:**

Fees have increased in line with inflation (2.4% RPI at September 2019) with the exception of the deed of variation for windows charge (Item b below) which has increased by £31 or +14% in order to align LBI and Partners for Islington charges.

#### **1. Lease Holder Fees in respect of Structural Alterations & Additions:**

		<b>Home Ownership Fees 2020-21</b>	<b>Technical Property Services Fees 2020-21</b>
a	Minor alterations (e.g.: flues, extractor fans)	£89 – letter of consent	None
b	Deed of variation for windows	£250	None
c	Minor structural alterations	£89	£201
d	Major structural alterations (e.g. roofs, conservatories)	£109	£201 – technical inspections £61 per hour if additional technical work required
e	Retrospective consent	a/b/c/d +£317	£403 – technical inspections £61 per hour if additional technical work required
f	Re-drawing lease plans	£53	£457
g	Purchase of land/space e.g. garden/loft/basement	£112	£604 and any additional inspections £61 per hour, £504 valuation fee

#### **2. Lease Holder Miscellaneous Fees:**

## **Appendix E2: HRA Fees and Charges 2020/21**

		<b>Home Ownership Fees 2020-21</b>
a	Sub-let Registration	£43
b	Assignment pack	£195 L/Holder £84 F/Holder
c	Re-mortgage pack	£139 L/Holder £72 F/Holder
d	S146 costs	£280
e	Copy of lease	£28
f	Letter of Satisfaction	£56
g	Copy of service charge invoice	£28
h	Breakdown of charges for a previous year	£28
i	Notice of assignment or charge	£69
j	Combined notice of assignment and charge	£137
k	Removal of Land Registry charge	£116
l	Details of planned major works	£55
m	Postponement charge	£220
n	Major works extended payment plan – legal charge	£220
o	Removal of Land Registry charge for major works extended payment plan	£116
p	Letter before legal action	£41

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**Appendix F1: Capital Programme 2020/21 to 2022/23**

Directorate/Scheme	Description	Status	2020/21	2021/22	2022/23	Total 2020/21 to
			Budget	Budget	Budget	Budget
			£m	£m	£m	£m
<b>ENVIRONMENT AND REGENERATION</b>						
Bunhill Energy Centre Phase 2	The Bunhill Energy Centre Project was launched in November 2012 and Phase 2 of the project commenced in 2014. It involves the extension of the existing district heating network and the utilisation of waste heat that is being vented from the tube network. It aims to provide heat and power to an estimated 1,500 dwellings in the Bunhill district. It also provides cooling for the tube network simultaneously. Unlike normal electricity production, which wastes up to two thirds of the fuel used to make it, Bunhill Heat and Power uses otherwise wasted heat to heat dwellings and thus is more efficient, cheaper and greener. Phase 2 represents a novel approach to district heating, and as such has required partnership with London Underground Limited (LUL) who own the vent shaft used in the project.	Near completion	1.026	0.000	0.000	1.026
Traffic Enforcement	Implementation of advanced CCTV networks to deliver improved traffic management, including the implementation and expansion of the lorry control scheme and the school streets scheme.  The lorry control scheme aims to restrict movement of lorries above 7.5 tonne (unladen) to the main roads to improve the environmental quality, air quality and road safety in residential areas. The enforcement of the restrictions to lorries will use new pioneering CCTV (closed circuit television) technology to determine the weight of a vehicle and issue a Penalty Charge Notice if the vehicle contravenes the 7.5 tonne lorry restrictions in residential areas. The project's funding will be allocated to the camera manufacturing and installation and for the supporting systems to operate the cameras. The school street schemes close the road to vehicles during peak drop off and pick up times in order to improve the air quality around schools and also to encourage active travel on the school run. The continued roll out and enforcement of school streets across the borough requires CCTV and signs, which is what this funding will be used for.	In progress	2.000	0.000	0.000	2.000
Highways	Structural maintenance of the highways infrastructure including carriageways, footways and drainage	Annual programme	1.400	1.400	1.400	4.200
Leisure	Capital investment relating to the leisure contract, delivering £12.016m of investment in the leisure estate over 15 years (2014/15 to 2028/29)	Annual programme	0.288	0.375	0.375	1.038
Section 106/Community Infrastructure Levy (CIL) Funded Schemes	S106/CIL income is allocated to projects soon after it is received, but there is often uncertainty around when they will commence (e.g. pre-planning or awaiting additional funding). Projects are added to the capital programme when they become live schemes, funded from this annual S106/CIL funded capital budget.	Annual programme	5.000	5.000	5.000	15.000
Traffic and Engineering	Includes borough-wide safety schemes, cycle schemes, cycle hangars, electric vehicle charging points, moving traffic enforcement and parking	Annual programme	2.500	2.500	2.500	7.500
Vehicle Replacement	Replacement of ageing fleet to decrease the use of hire vehicles and ensure that the Council is operating newer vehicles which are Euro 6/ULEZ compliant	Annual programme	2.000	1.000	2.000	5.000
Sobell Leisure Centre	Urgent repairs to the leisure centre's roof	New capital investment pot: Urgent repairs and modernisation	0.445	0.000	0.000	0.445
Cally Pool	Urgent repairs to the roof of Cally Pool	New capital investment pot: Urgent repairs and modernisation	0.250	0.000	0.000	0.250
New River Walk	Repairs to the lining of the watercourse, bridge and other associated features, improving bio-diversity and safety and reducing water loss	New capital investment pot: Urgent repairs and modernisation	0.450	0.000	0.000	0.450
Playground water features	Replacement of damaged/dysfunctional water play facilities in parks	New capital investment pot: Urgent repairs and modernisation	0.450	0.000	0.000	0.450
Highbury Bandstand/Highbury Fields	Enables completion of works to café and toilets and funding for Christ Church to accommodate a stay & play service	New capital investment pot: Completing in-flight schemes	0.250	0.000	0.000	0.250
Bingfield Park (including Crumbles Castle legacy)	Funding to complete initial scheme, including improving park entrances and lighting, but there is a case for shaping a larger scheme as part of Good Growth 2 proposals	New capital investment pot: Completing in-flight schemes	0.250	0.000	0.000	0.250
Wray Crescent Cricket Pavilion	Enables completion of works	New capital investment pot: Completing in-flight schemes	0.130	0.000	0.000	0.130
Tufnell Park all-weather pitch	New full-size hybrid pitch enabling all-year-round use	New capital investment pot: Investing in new schemes	0.300	0.000	0.000	0.300
Vehicle fleet electrification	Supports the 'greening' of the Council's fleet. Funds a new substation/high voltage connection into the National Grid and a contribution toward the charging infrastructure.	New capital investment pot: Investing in new schemes	1.500	0.000	0.000	1.500
Liveable Neighbourhoods	Supports delivery of the Council's first Liveable Neighbourhood in Mildmay/Highbury East	New capital investment pot: Investing in new schemes	1.000	0.000	0.000	1.000
<b>Total Environment and Regeneration</b>			<b>19.239</b>	<b>10.275</b>	<b>11.275</b>	<b>40.789</b>
<b>HOUSING</b>						
<b>Housing Revenue Account</b>						
Major Works and Improvements	Ongoing programme of investment in council homes and estates, including cyclical improvements (e.g. kitchens & bathrooms, smoke and heat detection, windows), mechanical and electrical (e.g. lifts, door entry, individual/communal heating, water tanks, CCTV) and fire safety (e.g. fire risk assessment works, front entrance doors, fire-fighting facilities and fire safety measures in street properties and tall blocks)	Annual programme	38.438	54.698	56.908	150.044
New Build Programme	Our major programme of investment in new social housing	Annual programme				
- Current Schemes		Annual programme	51.231	72.267	39.201	162.699
- Pipeline Schemes		Annual programme	8.408	0.000	26.572	34.980
Temporary Accommodation	Reduce the use of expensive private sector temporary accommodation by purchasing properties for temporary accommodation, also helping to improve the standard of temporary accommodation	In progress	23.850	0.000	0.000	23.850
<b>Housing General Fund</b>						
New Build Open Market Sales	The General Fund element of our new build programme, relating to units built for sale on the open market which help to fund the wider HRA new build programme	Annual Programme				
- Current Schemes		Annual programme	12.145	21.135	12.728	46.008
- Pipeline Schemes		Annual programme	8.024	0.000	0.000	8.024
Jean Stokes community hub	Bringing lower ground floor back into use to establish a new, multi-generational community hub as part of Good Growth 2	New capital investment pot: Completing in-flight schemes	0.250	0.000	0.000	0.250
<b>Total Housing</b>			<b>142.346</b>	<b>148.100</b>	<b>135.409</b>	<b>425.855</b>
<b>PEOPLE</b>						
Central Foundation School Expansion	School refurbishment and expansion to provide an additional 30 places a year	In progress	0.120	0.000	0.000	0.120
Early Years Capital	Children's Centres remodelling and additional places for 2 to 3 year olds to meet statutory requirements and local needs		0.550	0.000	0.000	0.550
Primary Schools Condition Schemes	Government grant funding for condition maintenance covering the fabric of school buildings, roofs, brickwork, windows and on a smaller scale internal works and kitchens	Annual programme	0.227	0.000	0.000	0.227
Other Schools/Contingency	Government grant funding for school capital projects that is still to be allocated	Unallocated	0.000	2.988	0.000	2.988
Schools Devolved Capital Programme	Capital investment in schools funded by government grant	Devolved	0.200	0.000	0.000	0.200
Special Provision Capital Fund	Government grant funding to support local authorities to undertake investments in provision for pupils with special educational needs and disabilities, such as new places and improvements to facilities for pupils with education, health and care plans in mainstream and special schools, nurseries, colleges and other provision.	Not started	0.000	2.251	0.000	2.251
Tufnell Park School Expansion	New Build replacement and expansion of existing 1.5 form entry school to 3 form entry school	In progress	0.750	0.250	0.000	1.000
Adult social care commissioned services (18 Highbury Grove, 76-80 Isledon Road, 35 Ashley Road, 48 Despard Road)	Various essential works to buildings occupied by adult social care commissioned services for residents	New capital investment pot: Urgent repairs and modernisation	0.265	0.000	0.000	0.265
St Anne's residential care home, 60 Durham Road	Essential work to replace wiring and boilers and to deal with subsidence	New capital investment pot: Urgent repairs and modernisation	0.200	0.000	0.000	0.200

**Appendix F1: Capital Programme 2020/21 to 2022/23**

Directorate/Scheme	Description	Status	2020/21	2021/22	2022/23	Total 2020/21 to
			Budget	Budget	Budget	2022/23
			£m	£m	£m	£m
Wray Court and Orchard Close residential care homes for people with learning difficulties	Various urgent structural repairs/modernisation, including bathroom/wet-room refits, multi-tracking hoist systems, new windows, smart heating, air conditioning and outdoor spaces	New capital investment pot: Urgent repairs and modernisation	0.200	0.000	0.000	0.200
Schools modernisation	Package of urgent works to primary schools, including new windows, doors & roofs, mechanical & electrical works and kitchen modernisation.	New capital investment pot: Urgent repairs and modernisation	1.000	0.000	0.000	1.000
Early Years and Children's Centres	Package of urgent repairs and modernisation across the majority of the Council's early years facilities and children's centres	New capital investment pot: Urgent repairs and modernisation	0.833	0.000	0.000	0.833
Libraries	Urgent modernisation to building fabric and fixtures & fittings across the Council's library estate	New capital investment pot: Urgent repairs and modernisation	0.500	0.000	0.000	0.500
Martin Luther King Adventure Playground	Existing building has been demolished. Currently, no facilities in place beyond some limited play equipment. Funding will deliver a new main building (built from straw bales) as well as a 'terrace' of play and work spaces.	New capital investment pot: Urgent repairs and modernisation	0.350	0.000	0.000	0.350
Cornwallis Adventure Playground	Main building in urgent need of replacement. Funding will replicate the Martin Luther King scheme.	New capital investment pot: Urgent repairs and modernisation	0.350	0.000	0.000	0.350
Hayward Adventure Playground	Specialist SEND facility. Bridges funding gap to complete works.	New capital investment pot: Completing in-flight schemes	0.050	0.000	0.000	0.050
South Library	Brings disused first floor hall back into use, delivering rental income and social value	New capital investment pot: Investing in new schemes	0.300	0.000	0.000	0.300
<b>Total People</b>			<b>5.895</b>	<b>5.489</b>	<b>0.000</b>	<b>11.384</b>
<b>Corporate</b>						
CCTV upgrade	Urgent upgrades to the Council's core CCTV network to increase resilience and minimise downtime, which has become a frequent problem of late. Also includes investment in a CCTV-enabled vehicle to increase coverage for hot-spots, aligned to the agreed revenue growth for the ASB team.	New capital investment pot: Urgent repairs and modernisation	0.490	0.000	0.000	0.490
Finsbury Leisure Centre	Revised proposals indicate the potential for a viable scheme, but additional funding is required to fund the detailed redesign and secure approvals.	New capital investment pot: Completing in-flight schemes	0.400	0.000	0.000	0.400
<b>Total Corporate</b>			<b>0.890</b>	<b>0.000</b>	<b>0.000</b>	<b>0.890</b>
<b>TOTAL CAPITAL PROGRAMME</b>			<b>168.370</b>	<b>163.864</b>	<b>146.684</b>	<b>478.918</b>



# Capital Strategy Report 2020/21

### Introduction

This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

Decisions made this year on capital and treasury management will have financial consequences for the Council for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

### Capital Expenditure and Financing

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10k are not capitalised and are charged to revenue in year.

In 2020/21, the Council is planning capital expenditure of £168m as summarised below:

*Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions*

	<b>2018/19 actual</b>	<b>2019/20 forecast</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>
General Fund services	48.593	55.893	46.443	36.899	24.003
Council housing (HRA)	64.480	75.980	121.927	126.965	122.681
Capital investments	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>113.073</b>	<b>131.873</b>	<b>168.370</b>	<b>163.864</b>	<b>146.684</b>

Capital expenditure for 2020/21 and subsequent years is likely to increase due to a change in the accounting for leases and the Private Finance Initiative. The implications of this are still being worked through and are not reflected in this version of the Capital Strategy. If necessary, the Capital Strategy will be revised in-year to reflect this change in accounting policy.

## Appendix F2

The capital programme will deliver £479m of capital investment over the three years 2020/21 to 2022/23 and includes the continuation of the following ongoing major programmes:

- Housing new build programme (£252m);
- Housing major works and improvements programme (£150m);
- Property acquisition programme to reduce the reliance on expensive private sector temporary accommodation and improve the quality of temporary accommodation (£24m);
- Fleet replacement programme to help meet all new emissions standards in London (£5m); and
- Structural maintenance of the highways infrastructure including carriageways, footways and drainage (£4.2m).

In addition to these existing ongoing programmes, the capital programme at Appendix F1 includes a new £10.2m investment pot that is focused on the Council's non-housing assets and shaped around the following three themes:

- Tackling urgent maintenance and improvement backlogs;
- Providing top-up funding to ensure that in-flight schemes are completed or accelerated; and
- Delivering new schemes.

**Governance:** Service managers bid annually to include projects in the Council's capital programme. Bids are collated by corporate finance who calculate the financing cost (which can be nil if the project is fully externally financed). The bids are appraised and further worked up as part of the overall budget setting process. The final capital programme is then presented to the Executive in January and to Council in February each year.

Full details of the Council's capital programme are at **Appendix F1**.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

*Table 2: Capital financing in £ millions*

	<b>2018/19 actual</b>	<b>2019/20 forecast</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>
External sources	21.287	27.699	18.850	17.517	9.200
Own resources	69.591	71.710	73.224	89.147	95.350
Debt	22.195	32.464	76.296	57.200	42.134

## Appendix F2

<b>TOTAL</b>	<b>113.073</b>	<b>131.873</b>	<b>168.370</b>	<b>163.864</b>	<b>146.684</b>
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Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

*Table 3: Replacement of debt finance in £ millions*

	<b>2018/19 actual</b>	<b>2019/20 forecast</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>
MRP	1.283	1.893	2.519	3.455	3.699
Use of Capital Receipts	0.000	3.466	0.000	17.027	0.000
Repayment of PFI/Leases	11.193	12.471	15.144	13.312	4.597
<b>TOTAL</b>	<b>12.476</b>	<b>17.830</b>	<b>17.663</b>	<b>33.794</b>	<b>8.296</b>

Each year the Council is required to agree a minimum revenue provision (MRP) policy for the 'prudent' annual repayment of debt associated with the financing of capital expenditure. The guiding principle of the regulations and statutory guidance is that MRP is charged over a period that is reasonably commensurate with the period over which the capital expenditure which gave rise to the debt provides benefits.

Since 2017/18, the Council has adopted the asset life (annuity) method (based on a prudent assessment of average asset life) for both 'supported' and 'unsupported' borrowing. In calculating the asset life (annuity) MRP, the average interest rates published by the Public Works Loans Board in the relevant financial year for new annuity loans will be used. Based on this policy, the estimated MRP in the 2019/20 is £2.519m.

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £58m during 2020/21. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

*Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions*

	<b>31.3.2019 actual</b>	<b>31.3.2020 forecast</b>	<b>31.3.2021 budget</b>	<b>31.3.2022 budget</b>	<b>31.3.2023 budget</b>

## Appendix F2

General Fund services	144.625	138.287	171.361	156.076	154.452
Council housing (HRA)	442.261	475.704	516.194	568.197	608.256
PFI/Leases	122.429	109.963	94.819	81.507	76.910
<b>TOTAL CFR</b>	<b>709.315</b>	<b>723.949</b>	<b>782.582</b>	<b>805.988</b>	<b>839.826</b>

The capital financing requirement for 2020/21 and subsequent years are likely to increase due to a change in the accounting for leases and the Private Finance Initiative. The implications of this are still being worked through and are not reflected in this version of the Capital Strategy. If necessary, the Capital Strategy will be revised in-year to reflect this change in accounting policy.

**Asset management:** To ensure that capital assets continue to be of long-term use, the Council is currently developing a new property/asset management strategy. This work is underpinned by the Council's ambition to:

- Establish an asset-enabled model of policy and service delivery that more effectively aligns the Council's asset base to the creation of a fairer place;
- Unlock maximum value from the Council's asset base for residents, staff & partners;
- Establish a unified governance framework and joined-up decision-making;
- Build an effective operating model to support delivery;
- Ensure we fully understand and tackle the maintenance backlog across our current asset base;
- Turbo-charge our house-building capacity; and
- Make public commitment to invest in a community asset base as a key part of the Council's civic leadership role.

**Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £10m of capital receipts in the coming financial year as follows:

*Table 5: Capital receipts receivable in £ millions*

	<b>2018/19 actual</b>	<b>2019/20 forecast</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>
Asset sales	24.974	19.028	10.265	51.793	33.724
Loans etc. repaid	0.000	0.000	0.000	0.000	0.000

## Appendix F2

<b>TOTAL</b>	<b>24.974</b>	<b>19.028</b>	<b>10.265</b>	<b>51.793</b>	<b>33.724</b>
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### **Treasury Management**

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due to decisions taken in the past, as at the end of January 2020, the Council had £297.6m long-term borrowing at an average interest rate of 3.90%, £39.0m short-term borrowing at an average interest rate of 0.79% and £117.5m treasury investments at an average rate of 1.11%.

**Borrowing strategy:** The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases are shown below, compared with the capital financing requirement (see above).

*Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions*

	<b>31.3.2019 actual</b>	<b>31.3.2020 forecast</b>	<b>31.3.2021 budget</b>	<b>31.3.2022 budget</b>	<b>31.3.2023 budget</b>
Debt (incl. PFI & leases)	415.649	412.073	473.225	517.113	554.650
Capital Financing Requirement	709.315	723.954	782.374	805.780	839.618

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

## Appendix F2

**Affordable borrowing limit:** The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

*Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m*

	<b>2019/20 limit</b>	<b>2020/21 limit</b>	<b>2021/22 limit</b>	<b>2022/23 limit</b>
Authorised limit – borrowing	0.347	0.496	0.586	0.647
Authorised limit – PFI and leases	0.110	0.095	0.082	0.077
Authorised limit – total external debt	0.457	0.591	0.668	0.724
Operational boundary – borrowing	0.341	0.466	0.556	0.616
Operational boundary – PFI and leases	0.110	0.095	0.082	0.077
Operational boundary – total external debt	0.451	0.561	0.638	0.693

The authorised limit and operational boundary for 2020/21 and subsequent years are likely to increase due to a change in the accounting for leases and the Private Finance Initiative. The implications of this are still being worked through and are not reflected in this version of the Capital Strategy. If necessary, the Capital Strategy will be revised in-year to reflect this change in accounting policy.

Further details on borrowing are in the treasury management strategy (**Appendices G1-G3**).

**Treasury investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

## Appendix F2

Table 8: Treasury management investments in £millions

	<b>31.3.2019 actual</b>	<b>31.3.2020 forecast</b>	<b>31.3.2021 budget</b>	<b>31.3.2022 budget</b>	<b>31.3.2023 budget</b>
Near-term investments	105.0	70.0	70.0	70.0	70.0
Longer-term investments	10.0	5.0	5.0	5.0	5.0
<b>TOTAL</b>	<b>11.0</b>	<b>75.0</b>	<b>75.0</b>	<b>75.0</b>	<b>75.0</b>

Further details on treasury investments are in the treasury management strategy (**Appendices G1-G3**).

**Risk management:** The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

**Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Financial Officer and staff, who must act in line with the treasury management strategy approved by Council. The audit committee is responsible for scrutinising treasury management decisions. Treasury management monitoring will be included, as appropriate, in the regular financial monitoring reports (including the financial outturn report) to the Executive. The Executive Member for Finance and Performance is also regularly briefed on treasury management activities.

### **Investments for Service Purposes**

The Council makes investments to assist local public services, including making loans to and buying shares in subsidiaries that provide services. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break-even or generate a profit after all costs.

The Council's investments for service purposes currently total around £1.7m and include loans to and equity investments in Islington Limited (iCo), a wholly owned subsidiary providing local services, and three private companies responsible for managing schools under the Building Schools for the Future programme.

**Governance:** Decisions on service investments are made by the relevant service manager in consultation with the Chief Financial Officer. Further details on service investments are in the Investment Strategy (**Appendix G4**).

### **Commercial Activities**

With central government financial support for local public services declining, the Council invests in commercial property purely or mainly for financial gain. Total commercial property investments are currently valued at £32.7m.

With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Council ensures dwellings are of a type and location that is marketable and has proven demand. The Council also has scope to continue to generate an income stream whilst they are being marketed.

**Governance:** Decisions on commercial investments are made by senior officers in line with any criteria and limits approved by Council in the Investment Strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

Further details on commercial investments are in the Investment Strategy (**Appendix G4**).

### **Liabilities**

The Council is committed to making future payments to cover its pension fund deficit (valued at £916.4m as 31.03.2019). This liability shows the underlying commitments that the Council has in the long run to pay retirement benefits. The Council has also set aside provisions to cover probable liabilities that can be measured reliably, the most significant of which is the insurance fund provision (£13.9m as at 31.03.2019). The insurance fund provision covers anticipated liabilities for Errors and Omissions, Libel and Slander, Motor (Third Party), Employers' Liability, Public Liability, Fire and other risks – up to a specific limit for any one claim. External policies cover claims in excess of these limits.

**Governance:** Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Chief Financial Officer. The risk of liabilities crystallising and requiring payment is monitored by corporate finance and reported, as appropriate, in the regular financial monitoring reports to the Executive. There were no significant new liabilities incurred in 2018/19.



## Appendix F2

Further details on liabilities (including contingent liabilities that cannot be measured reliably) and guarantees are in the 2018/19 Statement of Accounts.

<https://www.islington.gov.uk/~media/sharepoint-lists/public-records/finance/financialmanagement/adviceandinformation/20192020/20190806lbislingtonstatementofaccounts201819.pdf>

### **Revenue Budget Implications**

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

*Table 9: Prudential Indicator: Proportion of General Fund financing costs to net revenue stream*

	<b>2018/19 actual</b>	<b>2019/20 forecast</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>
General Fund net financing costs (£m)	4.181	5.075	6.874	8.058	8.628
Proportion of net revenue stream	2.0%	2.4%	3.0%	3.5%	3.8%

**Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years could extend for up to 50 years into the future. The Acting Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable because the revenue costs of borrowing have been fully incorporated in the 2020/21 revenue budget and Medium Term Financial Strategy.

### **Knowledge and Skills**

The Council employs professionally qualified and experienced staff in senior position with responsibility for making capital expenditure, borrowing and investment decisions. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.



**Report of: Director of Service Finance**

<b>Meeting of</b>	<b>Date</b>	<b>Agenda Item</b>	<b>Ward(s)</b>
Audit Committee	28 January 2020		

<b>Delete as appropriate</b>	Exempt	Non-exempt
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**SUBJECT: Annual Treasury Management and Investment Strategy  
2020-2021****1. Synopsis**

- 1.1 This report discusses the council's 2020-2021 annual treasury management strategy and investment strategy.

**2. Recommendations**

- 2.1 To consider the Council's 2020-2021 annual treasury management and investment strategy before full council's approval at its budget and council tax setting meeting on 27<sup>th</sup> February 2020. The strategy covers
- The balance sheet and treasury position
  - Prospects for interest rates
  - Borrowing requirement and strategy
  - Debt rescheduling
  - Investment strategy and policy
  - HRA Self Financing

## Appendix G1

2.2 To note the key points of the treasury strategy summarised below:

### Summary of the key points of the treasury strategy

- £239.8m is estimated to be required to be borrowed over the next 3 years
  - £64.4million to replace existing borrowing that matures
  - £175.4million of new borrowing to fund capital expenditure
- The borrowing strategy is to minimise borrowing costs, through
  - Using surplus internal cash, and
  - Borrowing at optimal times at either variable or fixed rates which can include borrowing in advance of need
- It is expected that sums for investments will be minimal. Investment activity is restricted to institutions set in para 3.7.
- The Council's investment priorities in order of importance are:
  - security of the invested capital;
  - liquidity of the invested capital;
  - an optimum yield which is commensurate with security and liquidity

## 3. Background

### 3.1 INTRODUCTION

- 3.1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) has defined treasury management as "the management of the organisations' investments and cashflow, its banking, money market and capital market transactions; the effective control of the risks associated with these activities and the pursuit of optimum performance consistent with those risks.
- 3.1.2 Treasury management activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management). Treasury risk management is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code. This Council adopted the Code of Practice on Treasury Management on 26<sup>th</sup> February 2002.
- 3.1.3 The treasury management function is an important part of the overall financial management of the Council's affairs. Its importance has increased as a result of the freedoms provided by the Prudential Code. The Council is required to set out an Annual Treasury Strategy outlining at the least the expected treasury activity for the forthcoming three years.

## Appendix G1

- 3.1.4 Investments held for service purposes or for commercial profit are considered in a different report, Investment Strategy report and approved by full Council at its budget and council tax setting meeting on 27<sup>th</sup> February 2020
- 3.1.5 A key requirement of this report is to explain both the risks, and the management of the risks, associated with treasury management that include:
- Liquidity Risk (Inadequate cash resources).
  - Market or Interest Rate Risk (Fluctuations in interest rate levels).
  - Inflation Risk (Exposure to inflation).
  - Credit and Counterparty Risk (Security of Investments).
  - Refinancing Risk (Impact of debt maturing in future years).
  - Legal and Regulatory Risk.

### 3.2 Scope

- 3.2.1 This Treasury Management Strategy considers the impact of the Council's revenue budget and capital programme on the balance sheet position, the prospects for interest rates, borrowing requirement and strategy, debt rescheduling, investment strategy and policy, monitoring, members training and advisors.

#### **Balance sheet and treasury position**

- 3.2.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The CFR represents the level of borrowing for capital purposes. Revenue expenditure cannot be financed from borrowing. Net physical external borrowing should not exceed the CFR other than for short-term cash flow requirements. It is permissible under the Prudential Code to borrow in advance of need, up to the level of the estimated CFR over the term of the Prudential Indicators. Where this takes place, the cash will form part of the invested sums until the related capital expenditure is incurred. This being the case net borrowing should not exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years other than in the short term due to cash flow requirements.
- 3.2.3 The CFR together with balances and reserves are the core drivers of Treasury Management activity. The estimates, based on the current revenue budget and capital programmes and in advance of any changes to the 2020/21 budget to be considered in February, are set out in **Table 1** below:

**Table 1 – Capital Financing, Balances and Reserves Forecasts**

	<b>31/03/2020 Estimate £m</b>	<b>31/03/2021 Estimate £m</b>	<b>31/03/2022 Estimate £m</b>	<b>31/03/2022 Estimate £m</b>
General Fund CFR	138.3	171.4	156.1	154.4
Long term Liabilities- PFI	109.9	94.8	81.5	76.9

## Appendix G1

HRA CFR	475.7	516.2	568.2	608.3
<b>Total CFR</b>	<b>723.9</b>	<b>782.4</b>	<b>805.8</b>	<b>839.6</b>
Less Balances and Reserves	(247.7)	(223.3)	(211.6)	(223.7)
<b>Net Balance Sheet Position</b>	<b>476.2</b>	<b>559.1</b>	<b>594.2</b>	<b>615.9</b>

3.2.4 The Council's level of physical debt and investments is linked to these components of the balance sheet. Market conditions, affordability, interest rate expectations and credit risk considerations will influence the Council's strategy in determining the borrowing and investment activity against the underlying Balance Sheet position.

### 3.3 Prospects for interest rates

3.3.1 Treasury management activities such as borrowing, introduce risk to the Council via the impact of unexpected adverse movements in interest rates. The Council employs Arlingclose treasury consultants, to advice on the treasury strategy, to provide economic data and interest rate forecasts, to assist planning and reduce the impact of unforeseen adverse movements. **Appendix A** draws together a number of current forecasts for short-term and longer-term fixed interest rates. The major external influence on the authority's treasury management strategy for 2020/21 will be the UK's progress in negotiating and agreeing future trading arrangements in the limited transitional period currently set by the UK government. Global and UK economic growth outlook is forecast to remain relatively soft up to 2022. The central case forecast is for UK Bank Rate to remain at 0.75% with a downside risk of a cut to 0.50%. Gilt yields will remain low due to the soft UK and global economic outlooks. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively US monetary policy and UK government spending will be key influences alongside UK monetary policy.

### 3.4 Borrowing Strategy

3.4.1 The Council's underlying need to borrow for capital purposes is measured by reference to its Capital Financing Requirement (CFR). To ensure that this expenditure is ultimately financed, local authorities are required to make a Minimum Revenue Provision (MRP) for debt redemption from within the revenue budget each year.

3.4.2 Capital expenditure not financed from internal resources (i.e. capital receipts, capital grants and contributions, revenue or reserves) will produce an increase in the CFR (the underlying need to borrow) and in turn produce an increased requirement to charge MRP in the revenue account. The Council's borrowing requirement is shown in the **Table 2** below.

	2019-20	2020-21	2021-22	2022-23
	Revised estimate £M	Estimate £M	Estimate £M	Estimate £M
New Borrowing	32.5	76.1	57.2	42.1
Replacement	11.1	12.5	33.3	18.6

## Appendix G1

borrowing				
<b>TOTAL</b>	<b>43.6</b>	<b>88.6</b>	<b>90.5</b>	<b>60.7</b>

- 3.4.3 For the purpose of setting the budget, it has been assumed that new treasury management investments will be made at an average rate of 1.25%, and that new long-term loans will be borrowed at an average rate of 2.5%.
- 3.4.4 In conjunction with advice from our treasury advisor, Arlingclose Ltd, the Council will keep under review the options it has in borrowing from the Public Works Loan Board (PWLB), our previously main provider who unfortunately increased their rates by 1% in November 2019, other local authorities and their pension funds, the market, capital market bond investors, UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues and other sources up to the available capacity within the Authorised Limit (contained within the Prudential Indicators in **Appendix B** to be adopted in the 2020-21 budget).
- 3.4.5 The chief objective of the council when borrowing money is to achieve an appropriate risk balance between securing low interest rates and cost certainty over the periods for which funds are required. Given the significant cuts to public expenditure and in particular local government funding, the council's borrowing strategy continues to address the key issue of affordability without compromising the longer term stability of the debt portfolio.
- 3.4.6 The council's strategy is to minimise its borrowing costs over the medium to longer term and maintain maximum control over its borrowing activities as well as flexibility on its loans' portfolio. The use of internal resources in lieu of borrowing and short to medium term borrowing will continue because of the "cost of carry" (that is the differential between debt costs and investment earnings). Exposure to variable loans including PWLB rates will be kept under regular review, The Bank Rate is expected to stay at 0.75% throughout the year. As at 31<sup>st</sup> December 2019, the council had agreed £15m of PWLB and £69.5m non-PWLB long term loans. All these non-PWLB loans are from other local authorities over outstanding periods of up to 3 years at an average rate of 1.5%.
- 3.4.7 Capital expenditure levels, cash flow projections, market conditions and interest rate levels will be monitored in conjunction with our treasury advisors, Arlingclose, to determine the most appropriate options.
- 3.4.8 The Council's borrowing requirement over the next three years is estimated to be around £239.8million, £64.4million of this borrowing will be used to replace existing PWLB debt taken in the 1980's that matures over the next three years. If market rates were to fall considerably or future rates were expected to rise, then some borrowing could be taken ahead of spend.

## **Appendix G1**

The borrowing strategy will therefore consider opportunities to borrow not only for 2020-21 but ahead for the next two financial years.

### **3.5 Debt rescheduling**

3.5.1 The factors affecting any decision on debt rescheduling will include, the generation of cash savings and / or discounted cash flow savings in interest cost, helping to fulfil the strategy outlined in the paragraphs above; enhancing the balance of the fixed to variable rate debt in the portfolio and, amending the maturity profile. All rescheduling activity will comply with the accounting requirements of the local authority Statement Of Recommended Practice (SORP) and regulatory requirements of the Capital Finance and Accounting Regulations (SI 2007 No. 573 as amended by SI 2008/414).

### **3.6 Investment strategy and policy**

3.6.1 To comply with the Government's guidance and CIPFA Code, the Council's general policy objective is to invest its surplus funds prudently.

3.6.2 The Council's investment priorities, in order of importance, are:

- security of the invested capital.
- liquidity of the invested capital.
- an optimum yield which is commensurate with security and liquidity.

3.6.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council does not engage in such activity.

#### **3.6.4 Business model**

Under the new IFRS 9 standard, the accounting for certain investments depends on our business model for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore where other criteria are also met, these investments will continue to be accounted for at amortised cost.

### **3.7 Investment instruments approved counterparties.**

3.7.1. Potential instruments for the Council's use within its investment strategy are UK Government, local authorities or government backed public organisations, banks, corporates and registered providers.

3.7.2 The Council has reviewed the way it formulates its counterparty criteria. The lending list criteria is devised from the use of rating agencies which will include) as well as other factors. The main sovereign states whose banks are to be included are Australia, Canada, Finland, France, Denmark, Germany, Netherlands, Switzerland and the US. These countries and the Banks within them have been selected after analysis and careful monitoring of:



## Appendix G1

- Credit Ratings (minimum long-term A+ minimum short term F1).
- Credit Default Swaps.
- GDP; Net Debt as a Percentage of GDP.
- Sovereign Support Mechanisms / potential support from a well-resourced parent institution.
- Share Price.

3.7.3 The Council will also take into account information on corporate developments and market sentiment towards the counterparties. The Council and its Treasury Advisors, Arlingclose, will continue to analyse and monitor these indicators and credit developments on a regular basis and respond as necessary to ensure security of the capital sums invested.

3.7.4 The Council's internally managed investments as at 2<sup>nd</sup> January totalled £123.7million and the forecast position for the end of March through 2020 will average £75million. The Council has restricted its investment activity to the following institutions while conditions in the financial sector are monitored for stability and cashflow positions are averaging around £95m:

- The Debt Management Agency Deposit Facility (The rates of interest from the DMADF are below equivalent money market rates. However, the returns are an acceptable trade-off for the guarantee that the Council's capital is secure).
- AAA-rated Money Market Funds with a Constant Net Asset Value (CNAV).
- Deposits with other local authorities.
- Business reserve accounts and term deposits. These have been primarily restricted to UK institutions that are rated at least A+ long term.

3.7.5 If the cash flow positions were to increase because of forward borrowing, then investments criteria will revert to credit ratings as stated in paragraph 3.7.2

3.7.6 A copy of the Council's current Approved lending list and the institutions actually lent to as at 2<sup>nd</sup> January 2020 is attached as **Appendix C** for information. In addition, the Council has borrowed £44m at an average rate of 0.7% short term, from other Local Authorities & Public Bodies to cover cashflow positions. The outstanding temporary borrowing position by year end will be £10m.

3.7.7 The economic interest rate outlook provided by the Council's treasury advisor, Arlingclose, is attached as **Appendix A**. The Council will reappraise its strategy with evolving market conditions and expectations for future interest rates.

3.7.8 The Corporate Director Resources under delegated powers will undertake the most appropriate form of investments in keeping with the investment objectives, income and risk management requirements and Prudential Indicators. All investments will be made in accordance with the Council's investment policies and prevailing legislation and regulations.

3.8 **Housing Revenue Account policy on apportioning interest**

## **Appendix G1**

3.8.1 Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with determinations issued by the Department for Communities and Local Government. The CIPFA Code recommends that authorities present this policy in their TMSS.

3.8.2 On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. New long-term loans borrowed are assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) are charged/ credited to the respective revenue account.

### **3.9.3 Internal borrowing**

Where the HRA or GF has surplus cash balances which allow either account to have external borrowing below its level of CFR (internal borrowing), the rate charged on this internal borrowing will be based on the 14.5 -15year PWLB fixed loan rate to reflect the assumed opportunity cost forgone.

### **3.10 Monitoring**

3.10.1 Treasury management monitoring will be incorporated in the regular Executive financial monitoring reports. The Executive Member for Finance is regularly briefed on treasury activities. At the end of the financial year, an outturn report will be prepared on the Council's investment activity as part of its Annual Treasury Report. The Audit committees will scrutinise the Annual Treasury Strategy Statement before Council approval at its budget and council tax setting meeting.

### **3.11 Members Training**

3.11.1 CIPFA's revised Code requires the Director of Finance to ensure that all Members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities. Training on treasury management is available to Members and can be tailored to their needs and should be assessed regularly to ensure knowledge and skills are maintained at appropriate levels

### **3.11 Advisors**

3.11.1 Arlingclose, our appointed treasury advisors, undertake their role as advisors to enable the Council to make informed decisions.

### **3.12 Markets in Financial Instruments Directive**

3.12.1 The council has opted up to professional client status with its providers of financial services, including advisors, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. The Director of Resources believes this to be the most appropriate status given the size and range of our treasury management activities.

## **4 Implications**

### **4.1 Financial Implications**

## Appendix G1

The activities of the treasury management function has resource implications on the council's revenue budget. The paramount objective of the treasury management function is capital security and the pursuit of optimum performance must be consistent with the risk undertaken.

### 4.2 Legal Implications

Local authorities have restricted freedoms with regard to the investment of surplus funds. The rules are prescribed by statute and are laid out under section 15(1)(a) of the Local Government Act 2003. Local authorities are also required to have regard to supplementary guidance provided by the Office of the Deputy Prime Minister (ODPM; now Communities and Local Government) and by CIPFA. CIPFA's guidance is defined as a proper practice for these purposes.

### 4.3 Resident Impact Assessment

**4.3.1** 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.

4.3.2 A resident equalities impact assessment has not been undertaken at this stage because this report is an update on an existing policy that is agreed at the annual council tax and budget setting.

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

None applicable to this report.

## 5. Conclusion and reasons for recommendations

5.1 This is the annual treasury and investment strategy statement report discussing the council's strategy on borrowing and investment and also reviewing current investment policy. Members are asked to consider this strategy before it is presented for approval at the council budget and council tax setting meeting on 27 February 2019.

**Appendices: Appendix A-** Arlingclose Economic and Interest Rate Forecast as at January 2020

**Appendix B-** Prudential Indicators

**Appendix C-** Current Lending List and Counterparty Schedule

### Background papers:

Audit Commission National Report 2009; Council Budget Report on 27 February 2019

CIPFA guidance on treasury management issued in November 2009

Final Report Clearance

**Signed by** .....

## Appendix G1

Director Service Finance

Date

Received by .....  
Head of Democratic Services

.....  
Date

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### Appendix A- Arlingclose Economic and Interest Rate Forecast as at January 2020

#### Underlying assumptions:

- **The global economy has entered a period of weaker growth in response to political issues. The UK economy continues to experience slower growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations are low.**
- Some improvement in global economic data and a more positive outlook for US/China trade negotiations has prompted worst case economic scenarios to be pared back.
- The new UK government will progress with achieving Brexit on 31<sup>st</sup> January 2020. The more stable political environment will prompt a partial return in business and household confidence in the short term, **but the subsequent limited Brexit transitional period, which the government is seeking to enforce, will create additional economic uncertainty.**
- UK economic growth stalled in Q4 2019. Inflation is running below target at 1.5%. The inflationary consequences of the relatively tight labour market have yet to manifest, while slower global growth should reduce the prospect of externally driven pressure, although escalating geopolitical turmoil could continue to push up oil prices.
- The first few months of 2020 will indicate whether the economy benefits from restored confidence. The government will undertake substantial fiscal easing in 2020/21, which should help support growth in the event of a downturn in private sector activity.
- The weak outlook for the UK economy and current low inflation have placed **pressure on the MPC to loosen monetary policy**. Two MPC members voted for an immediate cut in the last two MPC meetings of 2019. The evolution of the economic data and political moves over the next few months will inform policy, but **upside risks to Bank Rate are very limited.**
- Central bank actions and escalating geopolitical risks will produce volatility in financial markets, including bond markets.
- **We have maintained our Bank Rate forecast at 0.75% for the foreseeable future. Substantial risks to this forecast remain, arising primarily from the government's policy around Brexit and the transitional period.**

## **Appendix G1**

- **Arlingclose judges that the risks are weighted to the downside.**
- **Gilt yields remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.**
- **We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.**

# Appendix G1

	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
<b>3-month money market rate</b>													
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
<b>1yr money market rate</b>													
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	0.30	0.50	0.55	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65
<b>5yr gilt yield</b>													
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45
Arlingclose Central Case	0.50	0.50	0.55	0.55	0.55	0.60	0.60	0.65	0.65	0.70	0.75	0.75	0.75
Downside risk	0.35	0.50	0.55	0.55	0.55	0.60	0.60	0.65	0.65	0.70	0.75	0.75	0.75
<b>10yr gilt yield</b>													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.05	1.10	1.10
Downside risk	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50
<b>20yr gilt yield</b>													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.40
Downside risk	0.40	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.50	0.50
<b>50yr gilt yield</b>													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.40
Downside risk	0.40	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.50	0.50







**EXTERNAL DEBT INDICATORS**

<b>1</b>							
<b>Authorised Limit for External Debt (including PFI)</b>							
			2019-20	2019-20	2020-21	2021-22	2022-23
			£000s	£000s	£000s	£000s	£000s
			Approved	Revised	Estimate	Estimate	Estimate
<b>Borrowing</b>			413,000	347,000	496,000	586,000	647,000
<b>Other Long Term Liabilities</b>			110,000	110,000	95,000	82,000	77,000
<b>TOTAL AUTHORISED LIMIT</b>			<b>523,000</b>	<b>457,000</b>	<b>591,000</b>	<b>668,000</b>	<b>724,000</b>

The Authorised Limit for External Debt sets the maximum level of external borrowing that the Council can incur. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the Council's expected maximum borrowing need with headroom for unexpected cashflow. The limit also provides scope for the Council to borrow in advance of need. Other long-term liabilities include items such as PFI schemes and finance leases.

<b>2</b>							
<b>Operational Boundary for External Debt (including PFI)</b>							
			2019-20	2019-20	2020-21	2021-22	2022-23
			£000s	£000s	£000s	£000s	£000s
			Approved	Revised	Estimate	Estimate	Estimate
<b>Borrowing</b>			383,000	341,000	466,000	556,000	616,000
<b>Other Long Term Liabilities</b>			100,000	110,000	95,000	82,000	77,000
<b>TOTAL OPERATIONAL BOUNDARY</b>			<b>483,000</b>	<b>451,000</b>	<b>561,000</b>	<b>638,000</b>	<b>693,000</b>

The Operational Boundary for External Debt is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during the year. It acts as an early warning indicator to ensure the authorised limit is not breached. Similarly to the authorised limit it also provides scope for the Council to borrow in advance of need. Other long-term liabilities include items such as PFI schemes and finance leases.

<b>3</b>							
<b>Actual External Debt (including PFI)</b>							
							31.3.19
							£000s
							Actual
<b>Borrowing</b>							293,000
<b>Other Long Term Liabilities</b>							112,000
<b>TOTAL EXTERNAL DEBT</b>							<b>405,000</b>

This is the actual external debt that the Council held at 31st March 2019  
Other long-term liabilities include items such as PFI schemes and finance leases.

**TREASURY MANAGEMENT INDICATORS**

<b>4</b>	
<b>Adoption of CIPFA's Treasury Management Code of Practice</b>	
The Council formally adopted CIPFA's Code of Practice on Treasury Management on 26th February 2002 and CIPFA's revised Code of Practice on Treasury Management on 25th February 2010.	

<b>5</b>							
<b>Maturity Structure of New Fixed Rate Borrowing</b>							
					31.3.19	2020-21	202-21
					Existing	Upper Limit	Lower Limit
					(Benchmark)	%	%
					Level		
					%		
<b>Under 12 months</b>					4.0%	100%	12%
<b>12 months and within 24 months</b>					5.0%	100%	5%
<b>24 months and within 5 years</b>					21.0%	100%	16%
<b>5 years and within 10 years</b>					9.0%	100%	7%
<b>10 Years and within 20 years</b>					21.0%	100%	20%
<b>More than 20 years</b>					40.0%	100%	40%

These limits are set to reduce the Council's exposure to large fixed rate sums of borrowing falling due for refinancing in any one year.

**Upper Limit for Total Principal Sums Invested for over 364 Days**

## Appendix G2

			2019-20 £000s Approved	2019-20 £000s Revised	2020-21 £000s Estimate	2021-22 £000s Estimate	2022-23 £000s Estimate
6	<b>Total principal sum invested</b>		50,000	40,000	50,000	50,000	50,000

These limits are set to reduce the need for the early sale of an investment, and are based on the availability of investments at each year-end.

### Credit Risk

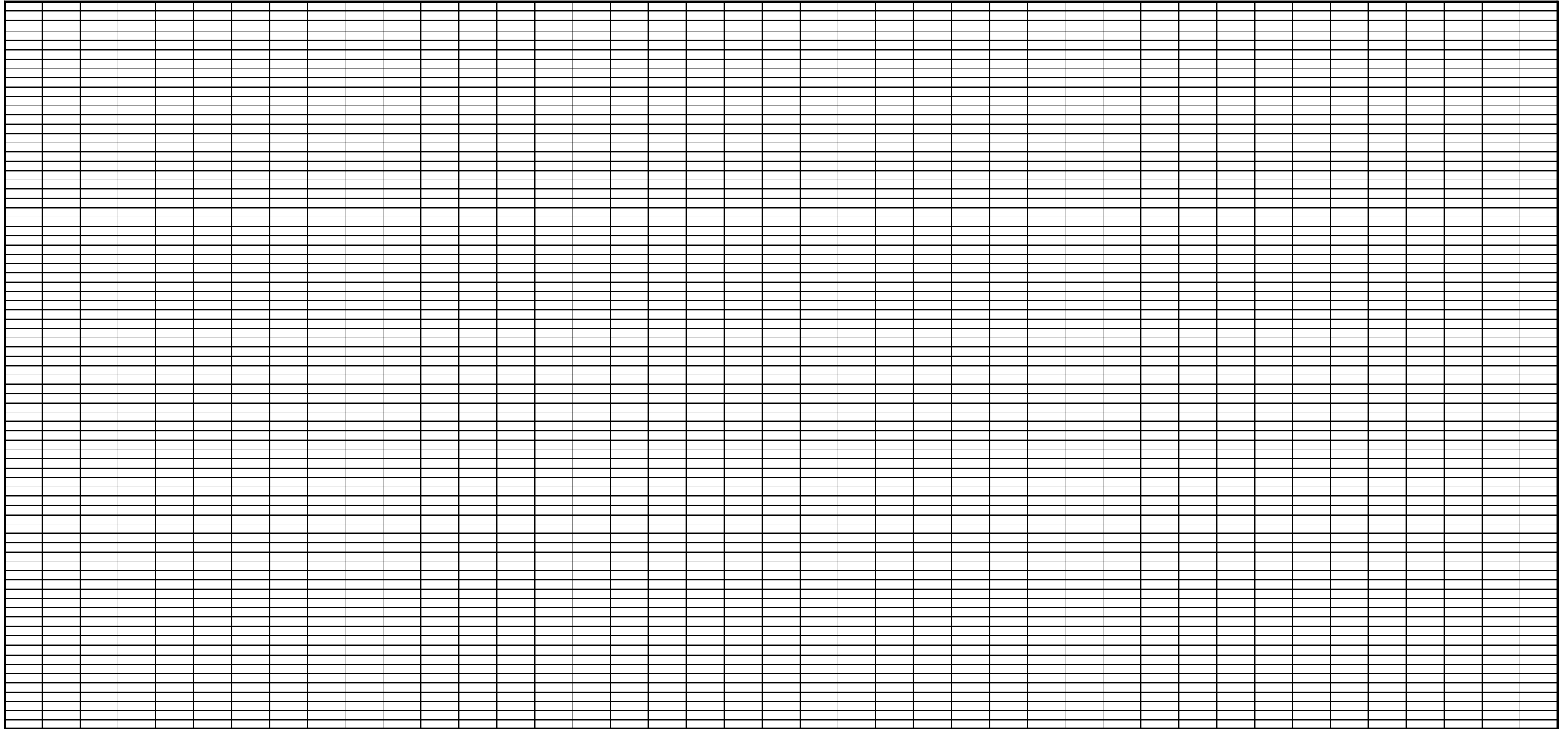
- 7 The Council considers security, liquidity & yield in that order when making investment decisions. It uses credit ratings along with a range of other criteria such as sovereign support mechanisms, credit default swaps & share prices to assess the credit strength of a counterparty. A full description of credit criteria used is included in section 3.6 of the Strategy Statement of the Councils Treasury Management

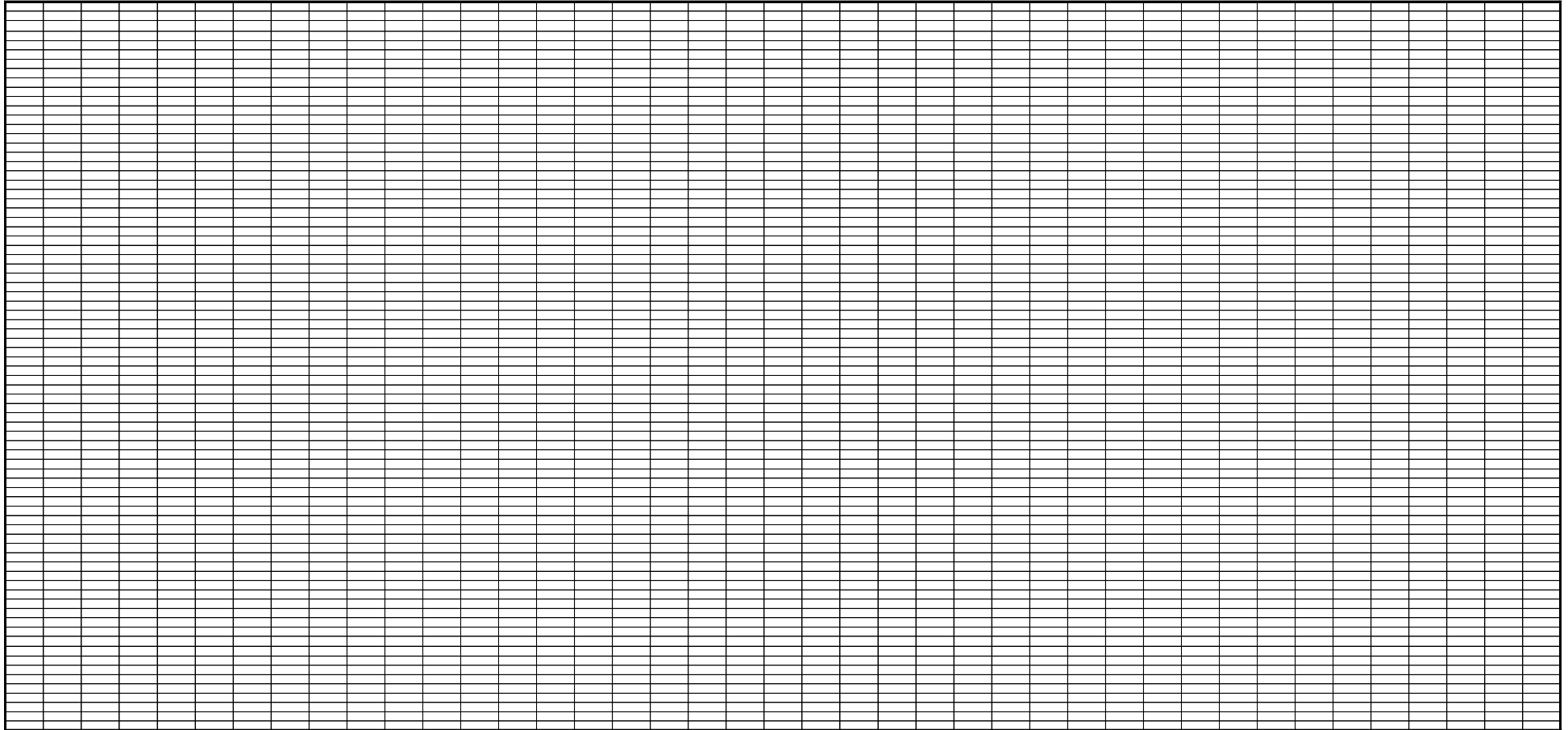
### Interest Rate Exposure

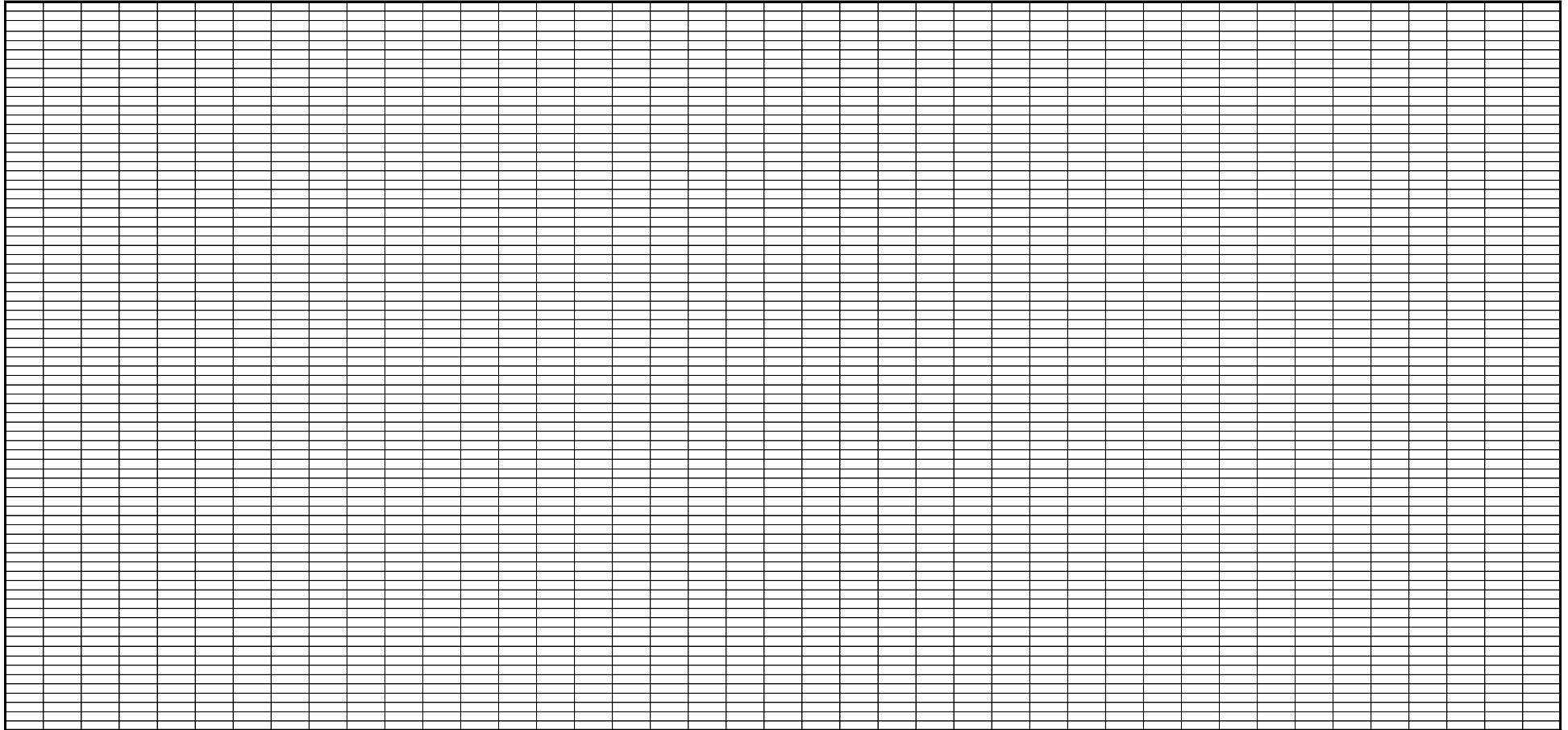
8		2020-21 Limit £'000s
	Upper limit on one-year revenue impact of a 1% rise in interest rates	4,641
	Upper limit on one-year revenue impact of a 1% fall in interest rates	1,989

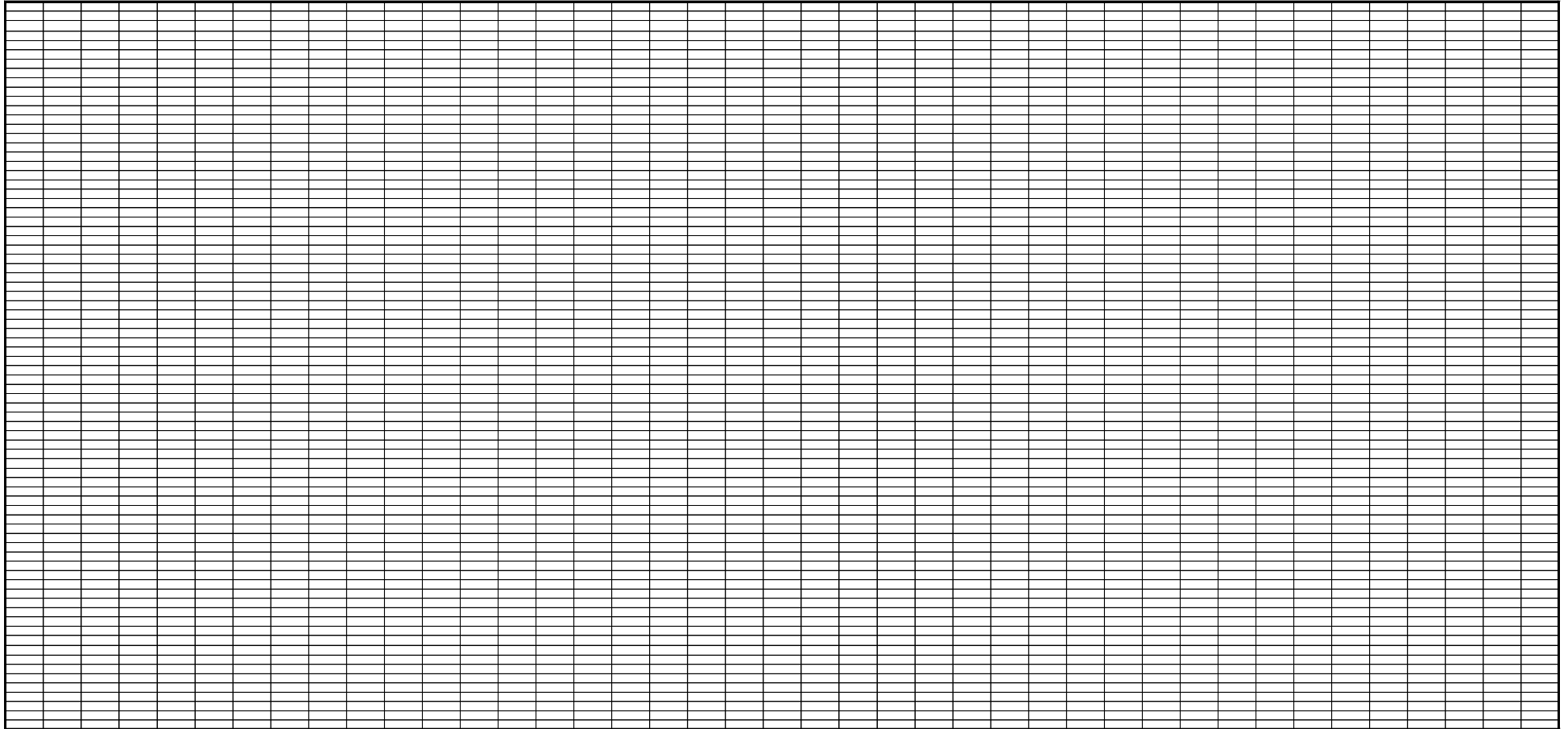
This indicator is set to control the Council's exposure to interest rate risk, on the assumption that maturing loans and investments will be replaced at current rates.

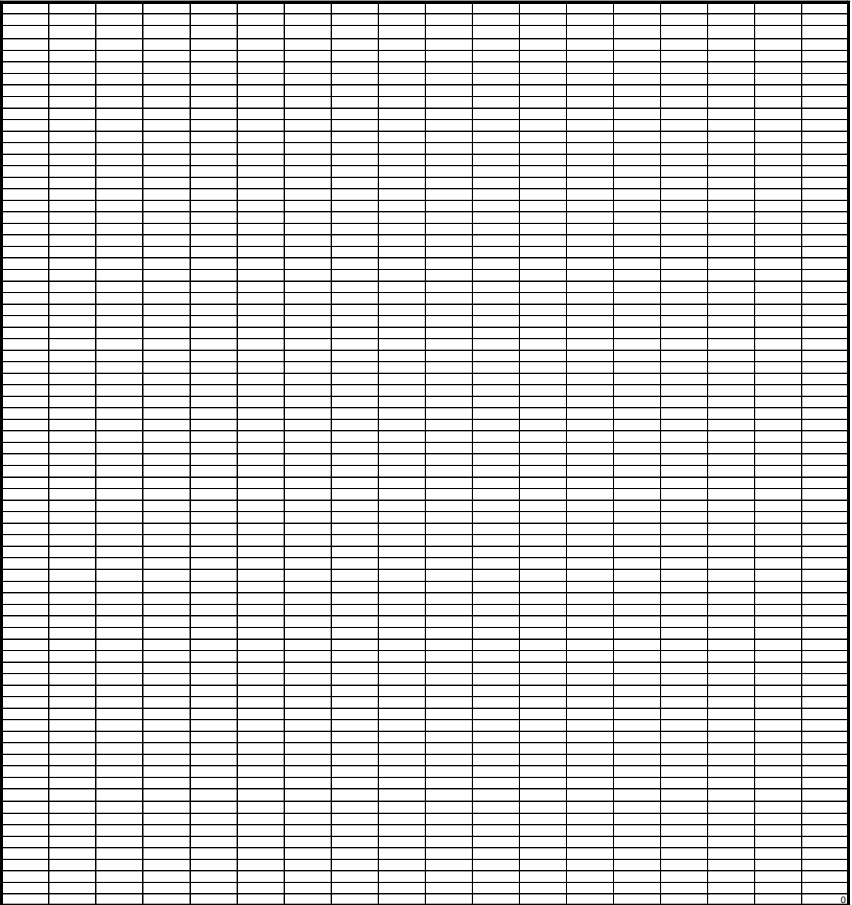


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A large grid of graph paper with 20 columns and 30 rows. The grid is composed of small squares, with a slightly larger margin at the top and bottom.

A large grid of empty cells, likely a data table or spreadsheet. The grid consists of 20 columns and 20 rows, forming a square shape. The cells are empty and separated by thin black lines.



A large grid of empty cells, likely a data table or spreadsheet. The grid consists of 20 columns and 20 rows, forming a square shape. The cells are empty and separated by thin black lines.



# Investment Strategy Report 2020/21

## Introduction

The Council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories.

## Treasury Management Investments

The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to average £75m during the 2020/21 financial year.

**Contribution:** The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

**Further details:** Full details of the Council's policies and its plan for 2020/21 for treasury management investments are covered in a separate document, the treasury management strategy (**Appendices G1-G3**).

## Service Investments: Loans

### **Contribution:**

The Council has lent £50k to its wholly owned subsidiary, Islington Limited (iCo), at an interest rate of 5% per annum. iCo provides local services and raises revenue for the Council. The loan serves to support the working capital of iCo where the timings of its payments and receipts do not coincide. In addition, as at 31.03.2019, the Council had lent £717k (including accrued interest) to three private companies responsible for

## Appendix G4

managing schools under the Building Schools for the Future programme (Transform Islington Phase 1 Holdings Limited, Transform Islington Phase 2 Holdings Limited and Transform Islington Limited). All loans were issued at market rates.

Where loans are advanced at below market rates they are classed as 'Soft Loans'. As at 31.03.2019 the council had also issued around £0.9m of soft loans, mainly to employees (e.g. travel season ticket, gym membership, home computer loans).

**Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, the Council ensures its exposure to service loans remains proportionate to the size of the Council. The value of the iCo loan does not expose the Council to undue risk, and the Council regularly monitors the performance of iCo to ensure it remains capable of repaying the loan. The Building Schools for the Future loans are long standing and part of the overall agreed funding model of the programme. The various soft loans, mainly to staff, are repaid through deductions from salaries.

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Council's Statement of Accounts from 2018/19 onwards are shown net of this loss allowance. However, the Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

**Risk assessment:** The Council assesses the risk of loss before entering into and whilst holding service loans. In relation to iCo, the Council has representation (2 councillors and 2 senior officers) on the board and regularly monitors performance and financial risks.

### **Service Investments: Shares**

**Contribution:** The Council holds equity investments in Islington Limited (iCo), a wholly owned subsidiary providing local services, and minority (10%) equity investments in three private companies responsible for managing schools under the Building Schools for the Future programme (Transform Islington Phase 1 Holdings Limited, Transform Islington Phase 2 Holdings Limited and Transform Islington Limited). The fair value of these shares is nil and the shares are not traded in an active market. The Council has no current plans to dispose any of these shareholdings.

**Security:** One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. Normally, in order to limit this upper limits on the sum invested in each category of shares would be set. However, this is not considered applicable by the Council due to the nature of the shares held, their low value in the 2018/19 Statement of the Accounts (£83.7k for Transform Islington Limited and nil for all others) and the fact that there are no current plans to increase shareholdings.

## Appendix G4

**Risk assessment:** The Council assesses the risk of loss before entering into and whilst holding shares, but has no current plans to purchase any new shareholdings.

**Liquidity:** Liquidity risk is considered low due to the nature of the shares held, their low value in the 2018/19 Statement of the Accounts (£83.7k for Transform Islington Limited and nil for all others) and the service reasons for holding the shares over the long term.

**Non-specified Investments:** Shares are the only investment type that the Council has identified that meets the definition of a non-specified investment in the government guidance. The Council has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

### **Commercial Investments: Property**

**Contribution:** The Council holds a long-held portfolio of investment properties (mainly retail and office space) with the intention of generating a net income stream to fund local services. The market value of all such properties as at 31.03.2019 was £32.7m. The Council has not purchased new commercial properties in recent years nor does it have any plans to do so over the medium term. In 2018/19, rental income from investment property was £2.5m against direct operating expenditure arising from investment property of £1.1m.

Additionally, although not strictly investment properties, the Council's housing new build programme includes the building of private dwellings to sell on the open market. The upfront costs of building these private dwellings is funded by temporary borrowing for cash flow purposes, to be recouped by the capital receipts when the completed units are sold. These capital receipts also contribute to the funding of the wider new build programme of social housing.

In 2020/21 there is forecast capital expenditure of £12.1m on the building of such private dwellings, of which £10.9m will be funded from temporary borrowing (on top of £6.1m such temporary borrowing forecast to be brought forward from previous years). This cumulative temporary borrowing of £17.0m is currently forecast to be repaid in full by the end of 2021/22 from the estimated capital receipts.

**Security:** In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2019/20 year end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy

will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

**Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Council ensures dwellings are of a type and location that is marketable and has proven demand. The Council also has scope to continue to generate an income stream whilst they are being marketed.

**Risk assessment:** The Council assesses the risk of loss before entering into and whilst holding property investments. The Council has no current plans to purchase new investment properties.

### **Loan Commitments and Financial Guarantees**

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council and are included here for completeness.

The Council has provided a guarantee to its wholly owned subsidiary, Islington Limited (iCo), should it request it. There is currently no indication that this is likely to happen. The net current liabilities of iCo as at 31.03.2019 were £0.2m.

### **Proportionality**

Whilst the Council is dependent on some profit generating investment activity from treasury management and commercial property investments to achieve a balanced revenue budget, this amounts to less than 0.5% of the overall gross revenue budget and therefore is considered proportionate. The assumptions around profit generating investment activity are reviewed as part of the annual budget monitoring process and, if necessary, revised as part of the following year's budget setting process.

In particular, commercial property income target assumptions are currently being reviewed to ensure that they reflect latest known plans over the MTFs period. This will feed into the next refresh of budget assumptions at the outset of the 2020/21 budget setting process.

The 2020/21 revenue budget includes a corporate contingency budget of £5.4m to mitigate against budget risks.

### **Capacity, Skills and Culture**

## Appendix G4

**Elected members and statutory officers:** There are a number of procedures and processes that enable elected members and statutory officers to make appropriate investment decisions, including:

- All elected members and statutory officers are aware of the Council's strategic objectives.
- Training on treasury management is available and can be tailored to needs.
- The Council's constitution and financial regulations determine the authorisations required for investment decisions.
- Financial and legal implications (including statutory and regulatory frameworks) are required as part of all decision-making reports.
- The Council has a multi-disciplinary governance process for reviewing budget proposals, including any future commercial investment proposals.
- Specialist external advice is sought and considered where it is deemed necessary.
- The Council has an embedded risk management and reporting framework.

**Commercial deals:** Financial and legal implications (including statutory and regulatory frameworks) are required as part of all decision-making reports. Specialist external advice is sought where appropriate to advise on commercial transactions. The Council ensures external advisors are fully aware of the prudential framework and of the regulatory regime within which it operates.

### **Investment Indicators**

The Council has set the following indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

**Total risk exposure:** The first indicator shows the Council's total exposure to potential investment losses. This includes amounts the Council is contractually committed to lend but have yet to be drawn down and guarantees the Council has issued over third party loans. In the absence of other information, it is assumed that non treasury management investments remain at the same value as in the 2018/19 Statement of Accounts given that there are no current plans to increase/decrease these investments. The future investment exposure will however be affected by valuations in the Statement of Accounts, particularly in relation to investment properties.

#### *Total investment exposure in £millions*

<b>Total investment exposure</b>	<b>31.03.2019 Actual</b>	<b>31.03.2020 Forecast</b>	<b>31.03.2021 Forecast</b>
Treasury management investments	96.2	75.0	75.0

## Appendix G4

Service investments: Loans	1.7	1.7	1.7
Service investments: Shares	0.1	0.1	0.1
Commercial investments: Property	32.7	32.7	32.7
<b>TOTAL INVESTMENTS</b>	<b>130.7</b>	<b>109.5</b>	<b>109.5</b>
Commitments to lend	0.2	0.2	0.2
<b>TOTAL EXPOSURE</b>	<b>130.9</b>	<b>109.7</b>	<b>109.7</b>

**How investments are funded:** Government guidance is that these indicators should include how investments are funded. Since the Council does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. It is assumed that the Council's investments are funded by usable reserves and income received in advance of expenditure.

**Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Only the rate of return on treasury investments and commercial property investments are included in the table below. The rate of return on all other investments (e.g. service loans/shares) is considered immaterial. For consistency, fair value revaluation gains have been excluded as estimated valuations gains are currently not available for 2019/20 and 2020/21.

### *Investment rate of return*

<b>Investments net rate of return</b>	<b>2018/19 Actual</b>	<b>2019/20 Forecast</b>	<b>2020/21 Forecast</b>
Treasury management investments	0.62%	1.01%	1.25%
Commercial investments: property	4.30%	4.30%	5.20%

## **Appendix H: Budget 2020-23 Resident Impact Assessment**

Title of plan, policy and/or procedure being assessed	<b>Budget Proposals 2020-23</b>
Name of Service Area Assessed	Council-wide
Staff conducting assessment including contact details	Stephen Biggs <a href="mailto:stephen.biggs@islington.gov.uk">stephen.biggs@islington.gov.uk</a>
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 8<sup>th</sup> 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 10<sup>th</sup> 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
<b>Disability</b>	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
<b>Age (younger people)</b>	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
<b>Gender</b>	Public Health Lifestyle Environment & Regeneration investment	Health and Independence Place and Environment
<b>Race</b>	Housing Offers Temporary Accommodation Youth Offending Service Public Health Lifestyle	Homes Homes Safety Health and Independence
<b>Pregnancy and maternity</b>	Children's Early Help	Children and Young People

<b>Characteristic</b>	<b>Proposals</b>
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.

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

<b>Characteristic</b>	<b>Growth Proposals</b>
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.

### **Annual Pay Policy Statement 2020/21 (in accordance with the Localism Act 2011)**

#### **1. Chief Officer Pay scales**

The council's Chief Officers as defined in the Localism Act are its Chief Executive, senior officers reporting to the Chief Executive (Corporate Directors) and senior officers reporting to the Corporate Directors.

The council's Chief Executive is paid on a spot salary. This is currently £185,000. Some Chief Officers, as defined in the Localism Act, are paid on the National Joint Council (NJC) for Local Government Service salary scale which is the scale which applies to most council employees.

All other Chief Officers are paid on the council's Chief Officer pay scale. This salary scale which comprises five separate salary bands is locally determined.

Percentage increases in cost of living are usually applied in line with the national pay negotiations of the Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities or the National Joint Council for Local Government Services.

All Chief Officers received an increase of 2% payable from the 1 April 2019.

The job roles for those paid on the Chief Officer pay scale are evaluated using the Hay Job Evaluation Scheme and the conditions of service are in the main those of the JNC with slight local variations agreed by the council's Audit Committee. Any new or amended posts established at this level will be evaluated on the same basis.

Progression through a salary scale is not automatic but dependent upon performance as measured by a positive performance appraisal outcome. Success at appraisal is measured not only in terms of annual targets reached but also leadership and other behaviours that have contributed to the council achieving its overall aims and objectives.

The final point on each pay band of the Chief Officer pay scale is known as a threshold point. This element of pay is available to Chief Officers who have reached that point in the scale and whose performance in the previous year has received a positive performance appraisal. Continuance on this salary point is again dependent upon receiving a positive performance appraisal outcome in subsequent years and so must be earned back each year.

Table 1 sets out details of the Chief Officer posts paid on the Chief Officer scale effective from 1<sup>st</sup> April 2019 and the pay band which applies to each post.

Table 1 – Chief Officer Pay Bandings

Grade	Pay Banding £	Number of points in pay banding including threshold point	Job role
CO1+	137,625-147,954	5	Corporate Director of People Director of Learning and Schools (part – time)- People Department
CO1	114,477-137,694	10	All other Corporate Directors including the Director of Public Health* Director of Learning and Schools
CO2	103,647-117,222	7	Director Financial Operations and Customer Service Director of Law and Governance Director of Human Resources Director of Employment, Skills and Culture Director of Youth and Community Services Director of Property Services Service Director – Housing Interim Director Housing Needs and Strategy Director of Adult Social Care Service Director- Planning and Development Service Director- Public Protection Director Homes and Communities Service Director Adult Social Care
CO3	87,246-103,191	7	Islington Deputy Director- Public Health* Camden Deputy Director-Public Health* Assistant Director Financial Operations and Customer Services Service Director Finance
CO4	74,130-90,210	7	Assistant Director of Public Health Public Health Consultant Head of Partnerships and Service Support Assistant Director of Public Health, Physical Activity and Food Director of Strategy and Change

			Director of Communications and Change
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Some senior manager posts which are not Chief Officer Posts for the purposes of the Localism Act are also paid on this salary scale.

Posts marked with an asterisk (\*) are on NHS terms and conditions following a TUPE transfer, but are indicated for completeness within the band that most closely matches their NHS band grade.

Where posts which are required by the Localism Act to be included in this statement are not evaluated on the Chief Officer scale, they will be evaluated on the Greater London Provincial Council Job Evaluation Scheme and paid on the National Joint Council for Local Government Services pay scale (published on the council's website); subject to the requirements of the Transfer of Undertakings (Protection of Employment) Regulations 2006. No posts at Chief Officer or equivalent come under this criteria for the financial year 2019/ 2020.

Progression through a salary scale is dependent upon performance as measured by a positive performance appraisal outcome in the same way as for posts on the Chief Officer scale and the same threshold point arrangement as described above is in place.

Full details of the current pay and other remuneration for senior officers together with the organisational structure are published on the council's website. Remuneration information about senior officers is also published annually in accordance with the Accounts and Audit (England) Regulations 2011.

Senior posts which the council shares with another organisation in a shared service or other joint arrangement (e.g. the joint Director of Public Health with the London Borough of Camden) are only included in this statement if the post holders are employed by Islington Council. Some joint post holders (e.g. the joint Head of Internal Audit with the London Borough of Camden) are employed by partners and are not included.

## 2. Pay ratios

The council is committed to tackling income inequality as a means of ensuring a fairer Islington and is setting an example to other local employers by reducing the pay differential between its lowest and highest paid employees.

The council also works with other local employers and its own contractors to establish the London Living Wage as the minimum pay to their staff.

The information below describes the pay ratio between the council's highest paid employee (the Chief Executive who is on a salary of £185,000 per annum figure worked out as 1 September 2019) and other staff by reference to the following:

- (i) The numerical difference between the highest and lowest paid employees

- (ii) The mode (most common salary)
- (iii) The median (mid -point between highest and lowest salaries) and
- (iv) The mean average (the total amount of remuneration paid to employees divided by the number of employees)

Table 2 - Pay Ratios

Reference Point		Annual Salary	Ratio to highest paid employee salary
i)	lowest paid full time council employee – London Living Wage £10.55 per hour <i>(excluding those on training schemes such as the apprenticeship scheme or work placements)</i>	£19,254	1:9.61
ii)	Most common salary paid to a council employee (the mode)	£25,377	1:7.29
iii)	Mid -point between the highest and lowest salaries (the median)	£32,577	1:5.67
iv)	Average salary (the mean)	£32,635	1:5.66

The Islington Fairness Commission, set up by the council in June 2010 to look into how to make the borough a fairer place, produced its final report in June 2011 which recommended that the pay ratio between the highest and lowest salaries should be no more than 1:10 and this was adopted as policy by the council in its Corporate Strategy. The current pay ratio at 31 March 2020 is 1:9.61. This is below the recommended ratio between the highest and lowest salary (1:10).

\* This ignores election duty fees which may be received by the Chief Executive as these do not arise in every year and are variable.

### 3. Recruitment of Chief Officers

Recruitment to all Chief Officer posts is covered by the requirements of the council's Officer Employment Procedure Rules. For full details see Procedure Rules. The appointment of the Chief Executive is subject to the approval of the full Council. The appointment of other Chief Officers, and in some cases their direct reports, is by the Personnel Sub-Committee.



The starting salary level of such officers is also agreed by the Personnel Sub-Committee. This Personnel Sub-Committee or the Audit Committee (both of which are politically balanced committees responsible for personnel matters) will also agree the starting salary for any other post where the overall remuneration package on new appointment (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) is to exceed £100,000. This ensures that elected councillors are accountable for the salaries of these senior appointments and that they are made in a transparent way without delay to appointment processes.

New entrants to the council are generally appointed to the first point of the pay scale. Only in exceptional circumstances, such as the need to match a candidate's existing salary are appointments made above the first point of the salary scale. All new entrants to the council are placed on a probationary period of six months, regardless of previous local government service, including senior staff. During this time, the new recruit is expected to demonstrate their suitability for their job role. Failure to do so could lead to their appointment being terminated. Employees who successfully complete their probationary period, in line with the performance appraisal policy are entitled to a salary increment, if it would otherwise mean that they would have to wait more than twelve months for their next salary increment.

Individuals appointed on an interim basis to cover a vacant Chief Officer post, whether directly employed or engaged through an agency or as a contractor, will normally be paid on a basis which (taking account of the nature of the arrangement with them) provides them with remuneration that is equivalent to the remuneration for the post in accordance with the Chief Officer pay scale, with an appropriate reduction if they are not undertaking the full responsibilities of the post. The council takes a proactive and stringent approach to ensuring that all arrangements are lawful and properly reflect the substance of the relationship between the council and the individual concerned.

#### 4. Pension Arrangements

All employees of the council up to 75 years of age and who have a contract for at least three months service join the Local Government Pension Scheme (LGPS) other than those on NHS terms and conditions. However there is a right to opt out of the scheme and employees can make their own private pension arrangements.

All senior staff members are entitled to be members of the LGPS. This is a contributory scheme, whereby the employee contributes to the scheme from his or her own salary. Employees will contribute 5.5% - 12.5% of their salaries according to the figures set out in table 3 below in 2019/2020. The Government reviews these salary bandings annually.

Table 3 – Employee Contribution Rates

<b>Whole time salary</b>	<b>Employee Contribution Rate (% of salary)</b>
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## APPENDIX H

Up to £14,400	5.5
£14,401 to £22,500	5.8
£22,501 to £36,500	6.5
£36,501 to £46,200	6.8
£46,201 to £64,600	8.5
£64,601 to £91,500	9.9
£91,501 to £107,700	10.5
£107,701 to £161,500	11.4
More than £161,501	12.5

Employers' contributions to the LGPS vary depending upon how much is needed to ensure benefits under the scheme are properly funded, and are set independently. For full details visit the LGPS website.

The Council's Flexible Retirement Policy allows employees aged 55 and over who are members of the Local Government Pension Scheme (LGPS) to apply to reduce their working hours or pay grade (stepping down) and to draw pension benefits accrued up until the transfer to flexible retirement.

Where an employee is in receipt of a pension from the council and obtains a job with another local authority or any other employer who participates in the LGPS, they are obliged to notify the council and their pension will then be adjusted so that they are not (with the new job and the pension) drawing more than their original salary.

The NHS scheme is a contributory one and scheme members contribute to the scheme from his or her own salary. Contribution rates from 2015/16 until 2020/2022 vary from 5% for those on a salary of up to £15,431.99 to 14.5% for employees earning £111,377.00 and over. These rates are subject to review by Government and the employer's contributions are determined by the Government.

Islington Council also has a number of employees who are paid on the Soulbury Committee salary scales. This group is mainly made up of professional Educational Psychologists. They report to the Direct of Learning and Schools (PT) in People Services Department. For the period ending the commencing 1 April 2019 the pay member pay contribution rate was

7.4% for a salary up to £27,697.99 per annum to 11.7% for a salary over £79,896 per annum.

### 5. Additional Payments

The council recognises that in certain, limited circumstances additional payments may need to be attached to particular posts because of difficulties in recruiting to particular posts or particular employees may need to be remunerated or awarded an additional payment above that of their normal pay scale either for exceptional performance or additional work undertaken. Such payments must be authorised in advance by senior management and details of the nature of and eligibility for those payments which may be made to Chief Officers who are on the Chief Officer scale are given in table 4 below.

Table 4 - Allowances

<b>Type of allowance</b>	<b>Reason for Payment</b>	<b>Eligible Group</b>
Honorary payments	Undertaking additional work or project	All employees
Market Factor Supplement	To attract and retain employees with specialist skills in a competitive job market.	All employees in posts that are demonstrated to be hard to recruit to in accordance with the council's Market Supplements Policy.

The Corporate Director Children's Services post has a market supplement attached. The amount of this market supplement is fixed. See the council's website for further details.

Honoraria payments made to Chief Officers in accordance with policy are detailed on the council's website

Any new honorary payments to Chief Officers will be agreed by the Chief Executive in consultation with the Chair of the Audit Committee.

Any new market supplement payment which results in the overall remuneration package (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) for a post exceeding £100,000 or which affects a post the overall remuneration package for which already exceeds £100,000 will be approved by the Personnel Sub-Committee or the Audit Committee. Any market supplement which is more than 20% of the evaluated grade for the post, or is more than 15% of the evaluated grade of the post if the number of posts available exceeds 15, will also require approval of Personnel Sub-Committee or the Audit Committee.

There are a few other allowances which are payable to designated employees related to their job role such as on call or standby allowances. Chief Officers do not receive such payments other than those stated above and the council does not make bonus payments to such officers.

Where council officers undertake special duties in relation to the council's election functions, any fees in respect of these duties are paid in addition to their normal remuneration. The rate for these duties is in line with the London Council's Leaders Committee's published Scale of Returning Officers' Fees and Expenses.

Council officers designated as Local Area Liaison Officers to undertake responsibilities under the council's emergency planning Crisis Response Plan in the event of an incident occurring in the borough, may be paid a fixed allowance in respect of this responsibility. See the council's website for further details.

### **6. Hours of work**

The basic full time hours of work for council employees are 35 per week. Employees on grades below that of senior officers, who work more than 35 hours per week may claim overtime for additional hours worked, if authorised.

The minimum basic working week for senior officers is 35 a week and additional hours worked above 35 per week per week attract neither payment in respect of overtime nor time off in lieu. Senior officers are contractually required to work flexibly and to undertake reasonable hours of work as necessary to perform the duties of their post. This may involve evening and weekend working.

### **7. Annual and other leave arrangements**

Annual leave plays an important part of the council's commitment to work-life balance. The Chief Executive and senior officers of the council on Chief Officer pay and conditions are entitled to 27 days annual leave and after five years continuous local government service a further 5 days. Other employees receive 25 days annual leave with an additional five days after five years' service. All employees in addition to annual leave receive five privilege days and eight bank holidays per year.

### **8. Benefits**

To maintain employee engagement, the council recognises, particularly in the current financial climate, that it is important to reward and motivate staff through other non-salaried means. The council promotes a range of benefits which all staff, irrespective of grade, can access. These include salary sacrifice schemes such as child care vouchers and a tax free bicycle scheme. There are also a number of discounted benefits which are open to all employees, such as discounted gym membership which is provided at no cost to the council.

### 9. Leaving the council

Employees who voluntarily leave the council are not entitled to a termination payment. Those who volunteer for redundancy under the council's voluntary redundancy scheme receive a payment as set out under the scheme in addition to any other entitlements they may have

Employees who are made redundant are entitled to a redundancy payment based on the statutory redundancy scheme with regards the calculation of the number of week's redundancy pay but, as sanctioned in the Local Government (Early Termination of Employment) Discretionary Compensation Regulations, actual salary is used rather than the statutory maximum of £525 per week.

In exceptional circumstances, the Council may exercise its powers under the above mentioned Regulations and award a discretionary payment to senior staff in line with the council's discretionary termination compensation policy, for those whose employment is terminated by reason of redundancy or in the interests of the efficiency of the service, including early retirement.

The following factors will be taken into account when deciding whether to award a compensatory payment under these Regulations and, if a compensatory payment is made, the amount of that payment:

- Individual financial and other personal circumstances
- The council's interests, including corporate and service imperatives
- The council's fiduciary duty, including its duty to protect the interests of council tax payers and to exercise prudence and propriety
- Overall work record of the employee, including performance, attendance, length of service, level of responsibility and disciplinary record.
- Any other factor relevant to the individual case.

Where a Chief Officer's contract is terminated in the interests of the efficient exercise of the Authority's functions they are contractually entitled to six months' notice or may be paid in lieu of notice where their contract provides for this.

The Audit Committee (or its Personnel Sub-Committee) may hear representations in respect of the termination of a Corporate Director's employment in accordance with the JNC terms and conditions of employment for Chief Officers.

In the case of the Chief Executive, the Audit Committee (or its Personnel Sub-Committee) will approve the early retirement of the post holder and agree the award of any discretionary payments in connection with such retirement or redundancy in line with the policy outlined above. No such discretionary payments were made.

The Audit Committee (or its Personnel Sub-Committee) will also approve any payment funded by the council in line with the policy outlined above to any other officer which exceeds £100,000. No such payments were made in the financial year 2016 -17. This ensures that elected councillors are accountable for payments made in these circumstances without delay to finalising arrangements.

### **10. Returning to work for the council after leaving**

Employees who leave the council voluntarily without a severance payment are free to apply for jobs that are advertised at their discretion.

Employees who leave the council with a redundancy payment and no enhancement and subsequently apply and are successful for a position within the council must repay any redundancy payment, if the appointment is within a month of their termination date. If the appointment start date is longer than a month the employee can return to work in the position offered but in accordance with the Redundancy Modification Orders, will lose their contractual rights to have their continuous service recognised for all purposes.

Employees who leave the council with an enhanced severance package will not normally be reemployed or engaged under a contract for services for a period of two years.

Employees who leave the council on ill-health retirement with the possibility of a return to work under the Local Government Pension Scheme Regulations or who are granted early retirement will be considered on a case by case basis depending upon the circumstances and having due regard to their termination package.