



**Resources Department  
Town Hall, Upper Street, London, N1 2UD**

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## **AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE**

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Members of the Policy and Performance Scrutiny Committee are summoned to the meeting which will be held in **Committee Room 1** on **23 January 2020 at 7.30 pm.** **(There will be a pre-meeting for Committee Members at 7.00p.m. on the evening of the meeting in Committee Room 2)**

Enquiries to : Peter Moore  
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Despatched : 15 January 2019

### Membership

#### **Councillors:**

Councillor Troy Gallagher (Vice-Chair, in the Chair)	Councillor Clare Jeapes
Councillor Santiago Bell-Bradford	Councillor Anjna Khurana
Councillor Sheila Chapman	Councillor Matt Nathan
Councillor Jilani Chowdhury	Councillor Michael O'Sullivan
Councillor Vivien Cutler	Councillor Dave Poyser
Councillor Osh Gantly	Councillor Caroline Russell
Councillor Gary Heather	Councillor Nick Wayne
Councillor Sara Hyde	

#### **Substitutes:**

Councillor Mouna Hamitouche MBE	Councillor Roulin Khondoker
Councillor Satnam Gill OBE	Councillor Nurullah Turan

**Quorum is 4 Councillors**

**A. Formal Matters**

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

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

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

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

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

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

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

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

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

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

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

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

This applies to all members present at the meeting.

4. Minutes of the previous meeting
5. Chair's Report

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6. Public Questions

For members of the public to ask questions relating to any subject on the meeting agenda under Procedure Rule 70.5. Alternatively, the Chair may opt to accept questions from the public during the discussion on each agenda item.

<b>B.</b>	<b>Items for Call-In (if any)</b>	<b>Page</b>
<b>C.</b>	<b>Scrutiny and Monitoring Reports</b>	<b>Page</b>
1.	Budget 2020/21	7 - 80
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3.	Performance - Future presentation of information	99 - 104
4.	Financial Monitoring	105 - 124
<b>D.</b>	<b>Discussion Items (if any)</b>	<b>Page</b>
<b>E.</b>	<b>Monitoring Recommendations of Scrutiny Committees, Timetable for Topics, Work Programme and Forward Plan</b>	<b>Page</b>
<b>F.</b>	<b>Report of Review Chairs - if any</b>	<b>Page</b>
<b>G.</b>	<b>Urgent Non-Exempt Matters</b>	
	Any non-exempt items which the chair agrees should be considered urgently by reason of special circumstances. The reason for urgency will be agreed by the Chair and recorded in the minutes.	
<b>H.</b>	<b>Exclusion of Public and Press</b>	
	To consider whether, in view of the nature of the business in the remaining items on the agenda any of them are likely to involve the disclosure of exempt or confidential information within the terms of the access to information procedure rules in the constitution and if so, whether to exclude the press and public during discussion thereof.	
<b>I.</b>	<b>Exempt Items for Call-In (if any)</b>	<b>Page</b>
<b>J.</b>	<b>Exempt Items</b>	

The public may be excluded from meetings whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.

**K. Other Business**

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The next meeting of the Policy and Performance Scrutiny Committee will be on 13 February 2020

**Please note all committee agendas, reports and minutes are available on the council's website: [www.democracy.islington.gov.uk](http://www.democracy.islington.gov.uk)**

# Public Document Pack Agenda Item A4

London Borough of Islington

## Policy and Performance Scrutiny Committee - 17 December 2019

Non-confidential minutes of the meeting of the Policy and Performance Scrutiny Committee held at on 17 December 2019 at 7.30 pm.

**Present:**           **Councillors:**   Gallagher (Vice-Chair), Bell-Bradford, Chowdhury, Cutler, Gantly, Heather, Hyde, Jeapes, Khurana, Poyser, Russell and Wayne  
**Also Present:**       **Councillors:**   Hull and Debono

### Councillor Troy Gallagher (Vice Chair) in the Chair

**165    APOLOGIES FOR ABSENCE (Item A1)**

Councillor Chapman

**166    DECLARATION OF SUBSTITUTE MEMBERS (Item A2)**

None

**167    DECLARATIONS OF INTEREST (Item A3)**

None

**168    MINUTES OF THE PREVIOUS MEETING (Item A4)**

**RESOLVED:**

That the minutes of the meeting of the Committee held on 14 November 2019 be confirmed and the Chair be authorised to sign them

**169    CHAIR'S REPORT (Item A5)**

The Vice Chair congratulated the previous Chair of the Committee, Councillor Champion, for her appointment to the role of Executive Member Environment and Transport, and informed the Committee that he would be chairing meetings of the PPS Committee until a new Chair is elected. Councillor Champion would also therefore cease to be a Member of the PPS Committee

The Vice Chair and Members of the Committee stated that they would wish to place on record their appreciation of the work carried out by Councillor Champion whilst Chair of the Committee

**RESOLVED:**

Accordingly

**170    PUBLIC QUESTIONS (Item A6)**

The Vice Chair outlined the procedures for Public questions, and fire evacuation procedures

**171    THAMES WATER UPDATE - PRESENTATION (Item C1)**

## Policy and Performance Scrutiny Committee - 17 December 2019

The following representatives were present from Thames Water – Tim McMahon, Head of Networks, Simon Moore, Water Infrastructure Planning Officer, and Nikki Hynes, Local Government Liaison

Thames Water made a presentation to the Committee, a copy of which is interleaved, following which these main points were made –

- Thames Water stated that there had been significant improvements in responding to the Queens Drive flood, compared to the Upper Street flood in 2016. Significant improvements had been made to response times, customer and loss adjusters were on site on day 1 and day 2 in increased numbers, water dependent vulnerable customers were contacted, and courier service for bottled water established, flood barriers on the ground in 2 hours, event support vehicles in place, etc.
- Queens Drive N4 burst – 36” cast iron trunk main burst on 8 October, reported at 7.55 a.m. and on site at 8.30a.m. Flow reduced by 50% by 11.30 stopping flood area expansion. Managed as level 4 event – the most serious ranking. Pipe was nearly 125 years old, and there were 177 properties damaged by floodwater, 155 private and 20 Hackney Council. Initial findings suggest an old repair may have left a weak point
- Supply impact on 25000 homes for three to four hours initially, but some also affected into the evening. 58 properties still require alternative accommodation, and alternative accommodation is being provided. New for old policy in place and updated compensation policy.  
24 hour site security is in place to protect empty properties  
Working with Hackney Council – flood recovery meeting set up weekly to deal with immediate operational issues. New process for customer data sharing agreed, meetings now fortnightly, focused on resident’s accommodation, and after care issues, senior managers at meetings with Hackney Council and residents, and there has been a restructuring of incident management processes in consultation with Hackney Council
- Mains repairs in Islington – Thames Water have replaced over a third of Islington’s water network since 2000, which has contributed to a two thirds reduction in burst rates in the borough since 2008
- Business Planning process – Thames set a business plan over 5 years through a price review. This is an important process as it sets customer’s bills, our revenue, level of investment, and thus corresponding performance targets. Key dates – September 2018 – draft business plan submitted to OFWAT, January 2019 OFWAT provides a complete response to Thames draft plan, April 2019 enhanced and revised plan resubmitted to OFWAT, and on 16 December 2019 OFWAT published a final determination of the plan, and there is 2 months to formally respond
- Investment Plans 2020-2025 – 16 December OFWAT final determination set out water company investment levels and performance targets for 2020-25. Thames are analysing this and have 8 weeks to respond so it is not possible to stated what Thames investment plans for Islington are at this stage. Thames stated that they are willing to communicate with Islington to ensure there is access to make improvements in the least disruptive way
- The number of leaks has been reduced considerably in the borough since 2008, and Islington had gone from the worst borough suffering leaks in London, to around the middle of London boroughs suffering from leaks
- In response to a question it was stated that the introduction of new technologies was being looked at, however it was extremely difficult to detect leaks. Synirex covered 7% of the network, and SAHARA system is also used to detect leaks, and this is the best technology currently available, although new technology is being trialled

## Policy and Performance Scrutiny Committee - 17 December 2019

- Reference was made to data from previous owners being transferred, and it was stated that there is now higher data capture than previously, and that data is now stored in the GIS platform
- The 3 main reasons why a pipe bursts are the ageing of the pipe network, the soil acidity, and increased development in London, which puts an additional pressure on the network
- Reference was made to the new OFWAT decision on investment and the Thames Business Plan and whether dividends would continue to be paid. Thames stated that they were planning to reduce leakage, and this issue could be looked at, however dividends could only be applied if Thames met strict performance targets. It was added that Thames had achieved its best performance for 20 years in reducing leakage, and additional investment is being provided for the main trunk network
- Discussion took place as to the Thames response to the OFWAT decision on investment, and Thames stated that they had 8 weeks to respond, and there is a need to strike a balance between repair/replacement of pipes
- Reference was made to the necessity to plan for the future with the new reservoir facility planned at Abingdon, and protection of rivers
- A Member referred to the fact that bomb damage may have caused damage to pipes, especially in the New River Walk area

### **RESOLVED:**

That the presentation be noted, and Thames Water be requested to report back to the Committee in March on the result of Thames discussions with OFWAT, and the final determination, and level of investment plans etc.

The Chair thanked Tim McMahon and Simon Moore for attending

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### **REPORT OF PROCUREMENT BOARD (Item C2)**

Councillor Andy Hull. Executive Member, Finance, Performance and Community Safety was present for consideration of this item. Peter Horlock, Head of Procurement was also present

During consideration of the report the following main points were made –

- Noted the work of the Procurement Board during 2019/20, and the actions of the Strategic Procurement Board in following up the recommendations of the Committee
- Noted the focus on VCS organisations, with supplier registration days, the work being done with VCS organisations by the Council, provision of information in the public domain, and adopting appropriate processes. There is also procurement training, internal officer workshops, and other work is taking place by the Board, which is outlined in the report
- It was stated that a new Procurement strategy is being introduced for 2020/25
- In response to a question as to how social value is determined it was stated that there was no set definition, and this is looked at on a case by case basis, and to ensure local contractors are given the opportunity to bid for work
- Reference was made to the fact that Councillor Shaikh is working on a document in relation to social value and that this should be circulated to Members of the Committee
- It was stated that there is a vast amount of support and information available to support local organisations to bid for work
- In response to a question it was stated that more work needed to take place on contract monitoring to ensure value for money and the services delivered were the most effective that they could be

**RESOLVED:**

That the report be noted and the Committee be circulated with details of the document being prepared by Councillor Shaikh on social value

The Chair thanked Councillor Hull and Peter Horlock for attending

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**FINANCIAL MONITORING (Item C3)**

Councillor Hull, Executive Member, Finance, Performance and Community Safety was present for discussion of this item. Keith Townsend, Director of Environment and Regeneration was also present

During consideration of the report the following main points were made –

- Noted that there is a forecast General Fund underspend of £0.634m, compared to a forecast under spend of £0.237m in the previous month
- Noted the HRA is forecast to break even over the year
- Noted that it is forecast that £144.853m of capital expenditure will be delivered in 2019/20, against the existing capital budget of £148.412m
- Noted that the latest delivery tracker – ‘Rag rating’ – of agreed 2019/20 savings shows that of the £133.775m of savings in 2019/20, £12.595m are either on track to be delivered, or have been replaced with deliverable alternatives. Only £1.180m is ‘flagged’ at risk of delay or non-delivery
- Noted that funding of £2m in E&R had been made available to remedy the structural deficit that had been prevalent in recent years. It was stated that close scrutiny of the budget had taken place to ensure that the deficit was structural
- Reference was made to the consultancy costs, and it was stated that this was due to the number of vacancies, particularly at senior level within the Council. It was also stated that a number of interviews would be taking place to appoint to these posts. Councillor Hull stated that he would circulate details of the number of interim posts
- In response to a question it was stated that the agency staff level was planned to reduce in the next year, and that the absence level had been set at a low level, and sickness absence was being managed down. The cost of an additional crew for refuse collection and licence obligations for drivers had also been additional costs
- Reference was made to the lack of income generated by commercial waste, as compared to forecasts, and it was stated that a commercial waste strategy is being formulated, and some commercial waste income is coming in, via iCO
- In response to a question as to why there had been a variance in the budget for Bunhill 2, it was stated that this was a unique project that was technologically challenging. This had led to necessary increases in budget funding, and was aimed at maximising the benefit to the maximum number of residents

**RESOLVED:**

That the report be noted, and Councillor Hull be requested to circulate details of the number of posts within the Council occupied by interim postholders

The Chair thanked Councillor Hull, Executive Member, Finance, Performance and Community Safety, and Keith Townsend for attending

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**MONITORING REPORT (Item )**

**RESOLVED:**

That the report be noted

The meeting ended at 9.40 p.m.

**CHAIR**

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

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

<b>Meeting of</b>	<b>Date</b>	<b>Agenda Item</b>	<b>Ward(s)</b>
Executive Policy and Performance Scrutiny Committee	16 January 2020 23 January 2020		All
Executive Council	6 February 2020 27 February 2020		
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 for the Executive to recommend proposals in respect of the Council's 2020/21 budget, as the basis for setting the 2020/21 budget and council tax. The Policy and Performance Scrutiny Committee will review the budget proposals on 23 January 2020 and its comments will be taken into account in setting the final budget and level of council tax at Council on 27 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.

**Section 6** will set out the Treasury Management and Investment Strategy (including commercial investments) in the final version of the budget report to the Executive on 6 February 2020 and Council on 27 February 2020, following its consideration by the Audit Committee on 28 January 2020.

**Section 7** will include the detailed, statutory council tax calculations and matters relating to the proposed London Business Rates Retention (Non-Pilot) Pool in the final version of the budget report to the Executive on 6 February 2020 and Council on 27 February 2020.

**Section 8** details matters to consider in setting the budget.

## **2 RECOMMENDATIONS**

### **The General Fund Budget 2020/21 and MTF5 (Section 3)**

- 2.1 To note the assumed MTF5 and budget gap, subject to the comments of the Section 151 Officer in **Section 8** regarding the additional medium-term budget risks that are not currently factored into the budget gap. (**Paragraph 3.6, Table 1 and Appendix A**)
- 2.2 To agree 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**).
- 2.3 To note that there are risks around the savings currently assumed in the MTF5, and that a risk-based review of all assumed savings is currently underway and will feed into the next review of budget assumptions at the outset of the 2021/22 budget setting process. (**Paragraphs 3.19-3.21**)
- 2.4 To agree the 2020/21 net budgets by directorate. (**Paragraph 3.24, Table 7 and Appendix A**)
- 2.5 To note the variables that could still significantly affect the 2020/21 budget. (**Paragraph 3.25**)
- 2.6 To note the latest Dedicated Schools Grant (DSG) assumptions following the provisional DSG settlement for 2020/21. (**Paragraphs 3.26-3.33**)
- 2.7 To note the General Fund fees and charges policy and agree the 2020/21 fees and charges. (**Paragraphs 3.35-3.36 and Appendices D1-D4**)
- 2.8 To agree the budgeted movements to/from earmarked reserves assumed as part of the 2020/21 revenue budget (including the creation of a new Social Care Funding reserve), and to note the unchanged policy on the minimum level of General Fund balances. (**Paragraphs 3.38-3.40 and Table 8**)
- 2.9 To agree that: any underspends at the end of the financial year should be used to increase General Fund balances and/or earmarked reserves in order to provide further resilience going into a very uncertain medium-term budget cycle from 2021/22; and should there be any advantageous changes to 2020/21 budget assumptions before finalising the final version of this report to the Executive on 6 February 2020 and Council on 27 February 2020, that this is used to increase the corporate contingency budget. (**Paragraph 8.11**)

### **The HRA Budget and MTF5 (Section 4)**

- 2.10 To agree the balanced HRA 2020/21 budget and note the latest estimates over the 3-year MTF5 period. (**Paragraph 4.3 and Appendix E1**)
- 2.11 To agree the 2020/21 HRA rents and other fees and charges. (**Tables 10-13 and Appendix E2**)
- 2.12 **The Capital Programme 2020/21 to 2022/23 (Section 5)**
- 2.13 To agree the 2020/21 to 2022/23 capital programme. (**Paragraph 5.1, Table 14 and Appendix F**)
- 2.14 To note that further work will be required to allocate the additional capital investment pot and that a revised capital programme will be set out in a report to Council during 2020/21. (**Paragraph 5.4**)

- 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 note that Council's 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, will be included within the final budget report to the Executive on 6 February 2020 and Council on 27 February 2020. **(Paragraph 5.7)**

### **Treasury Management and Investment Strategy (Section 6)**

- 2.17 To note that the Treasury Management and Investment Strategy will be considered initially by Audit Committee on 28 January 2020 and included within the final budget report to the Executive on 6 February 2020 and Council on 27 February 2020. **(Paragraph 6.1)**

### **Council Tax and Retained Business Rates (Section 7)**

- 2.18 To note that the detailed, statutory council tax calculations and the recommendations for the final 2020/21 council tax level, including the Greater London Authority (GLA) precept, will be included for agreement in the final budget report to the Executive on 6 February 2020 and Council on 27 February 2020. **(Paragraph 7.1)**
- 2.19 To note that matters relating to the proposed London Business Rates Retention (Non-Pilot) Pool in 2020/21 will be included for agreement in the final budget report to the Executive on 6 February 2020 and Council on 27 February 2020.

### **Matters to Consider in Setting the Budget (Section 8)**

- 2.20 To have regard to the 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 8.1-8.10)**
- 2.21 To note the comments of the Monitoring Officer. **(Paragraphs 8.11-8.15)**
- 2.22 To note the Resident Impact Assessment (RIA) on the budget proposals. **(Appendix G)**

## **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 £11.088m in 2020/21 (balanced in full by the proposals in this report) and £39.088m over the medium term (with a remaining 3-year gap of £10.265m after the proposals in this report). This is subject to the comments of the Section 151 Officer in **Section 8** 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)	15.771	14.926	14.826	<b>45.523</b>
Central Government Funding	(13.693)	4.090	0.530	<b>(9.073)</b>
Other Net Funding Changes (e.g. funding substitutions)	(2.229)	3.705	(0.988)	<b>0.488</b>
Change in net transfer to/(from) reserves	11.239	(9.089)	0.000	<b>2.150</b>
<b>Gross Budget Gap</b>	<b>11.088</b>	<b>13.632</b>	<b>14.368</b>	<b>39.088</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	(1.869)	(1.944)	(2.022)	<b>(5.835)</b>
Assumed Adult Social Care Precept	(1.878)	(0.056)	(0.058)	<b>(1.992)</b>
<b>Remaining Budget Gap</b>	<b>0.000</b>	<b>0.672</b>	<b>9.593</b>	<b>10.265</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 £3.397m per annum in 2020/21 and £10.396m 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 £1.7m). The actual total pay inflation incurred could also be marginally higher due to the impact of inflation on agency and overtime expenditure in some frontline services. 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 £5.538m 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 £16.948m 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 planned management actions, will total £5.818m in 2020/21 and £13.440m over the medium term. These estimates should be reviewed annually as part of future refreshes of the budget assumptions due to significant volatility in the demand for services.

**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	0.363	<b>2.396</b>
Mental Health	0.538	0.538	0.192	<b>1.268</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>2.481</b>	<b>8.773</b>
Children Looked After	0.880	0.880	0.000	<b>1.760</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>0.262</b>	<b>4.069</b>
<b>Total People</b>	<b>5.601</b>	<b>4.498</b>	<b>2.743</b>	<b>12.842</b>
<b>Overall Total</b>	<b>5.818</b>	<b>4.682</b>	<b>2.940</b>	<b>13.440</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 £3.482m in 2020/21 and £2.418m 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 latest draft 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	0.185	0.188	0.192
Inner London North Coroners Court	0.350	0.307	0.314	0.320
Lee Valley Regional Park Authority	0.195	0.193	0.197	0.201
London Boroughs Grants Scheme	0.178	0.179	0.183	0.186
London Pensions Fund Authority	1.162	1.182	1.206	1.230
North London Waste Authority	6.152	6.390	7.403	9.428
Traffic and Control Liaison Committee	0.295	0.268	0.268	0.268
<b>Total</b>	<b>19.962</b>	<b>20.096</b>	<b>21.379</b>	<b>23.677</b>
<b>Year-on-Year Increase (£m)</b>		<b>0.134</b>	<b>1.283</b>	<b>2.298</b>
<b>Year-on-Year Increase (%)</b>		<b>0.67%</b>	<b>6.38%</b>	<b>10.75%</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 Provisional Local Government Finance Settlement for 2020/21 was announced on 20 December 2019. The consultation period on the provisional settlement will run from 20 December to 17 January 2020 and will be followed by the final settlement (expected to be announced in February 2020).
- 3.15 Based on the provisional 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 provisional settlement did not include announcements in relation to the following separate funding streams.

- 3.16.1 Public Health grant – The MTFS assumes that this will increase in line with inflation (1.7% based on the September 2019 Consumer Price Index) and that Islington will receive £25.667m Public Health grant in 2020/21.
- 3.16.2 Homelessness grants – The MTFS assumes that the Flexible Homelessness Support Grant (£2.141m) and Homelessness Reduction Act New Burdens (£0.337m) will be maintained at 2019/20 levels.
- 3.16.3 Troubled Families programme funding – The Troubled Families programme was due to end in March 2020 but the Government has confirmed that it will now continue in 2020/21 with the same overall funding allocation. Pending further detail, the MTFS currently assumes that Islington’s funding allocation will continue at the same level in 2020/21, 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. The latest analysis from our external financial advisors estimates that inner London boroughs such as Islington will be hit harder by the so-called fairer funding review and that the Council could lose £2.7m per annum of our core settlement funding assessment over the six years from 2021/22 to 2026/27 (£5.4m cut over the current MTFS period to 2022/23 and £16.2m total cut by 2026/27). This is not currently factored into the MTFS assumptions. In addition, there is 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 currently not 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 agreement in this report. This is part of a revised savings programme totalling £23.592m over the course of 2020/21 to 2022/23, for agreement, as summarised in **Table 5** and detailed in **Appendix B**.

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

	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£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 ongoing delivery of 2019/20 savings totalling £13.474m. 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.
- 3.20 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 risk-based review of all savings assumed in the MTFs is currently underway and will feed into the next review of budget assumptions at the outset of the 2021/22 budget setting 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). Within this, it is expected that the ongoing element of such growth being funded from adult social care grant in 2020/21 will be contained within existing budgets from 2021/22 onwards.

### **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>
<b>Directorate</b>	
Chief Executive's	1.109
Environment and Regeneration	17.180
Housing	10.217
People	148.375
Public Health	0.000
Resources	38.490
<b>Net Services</b>	<b>215.371</b>
Corporate Items	3.030
<b>Net Operating Budget</b>	<b>218.401</b>
Contingency	3.411
Transfer to/(from) Reserves	7.032

Corporate Specific Grants	(5.834)
<b>Net Budget Requirement</b>	<b>223.010</b>
Settlement Funding Assessment	(109.713)
Business Rates Retention Growth Above Baseline	(10.847)
One-off Collection Fund Surplus	(4.779)
<b>Council Tax Requirement</b>	<b>97.671</b>

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

- Confirmation of central government funding allocations in the Final Local Government Finance Settlement and allocations for specific grants outside of the main settlement;
- Calculation of the council tax base and Collection Fund estimates;
- Confirmation of corporate levies;
- Any changes to the expected delivery of agreed savings following the risk-based review of the savings programme that is currently underway;
- Confirmation of the pay award (currently assuming 2%), including the impact of inflation on agency and overtime expenditure in some frontline services;
- 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 central schools services block in January 2020. Allocations against the high needs block are due to be finalised in March 2020. 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 provisionally receive an additional £0.780m (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 continue to implement the National Funding Formula, as closely as possible in 2020/21, subject to affordability. The final funding formula and factor values is due to be agreed by Schools Forum on 16 January 2020, subject to final agreement by the Executive Member for Children's and Families by 21 January 2020.

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

3.28 The Council has received a provisional 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 is due to be 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 £3.332m 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 statutory plan;
- 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 are due to be 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 £3.411m.

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 estimated movements, is shown in **Table 8**.

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

	<b>Estimated Balance 1 April 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	3.885	1.828	0.000
NNDR Smoothing	9.324	14.103	14.103	14.103
Services Specific	9.504	7.957	7.957	7.957
Social Care	5.985	0.000	0.000	0.000
Street Markets	0.579	0.579	0.579	0.579
Transformation/Invest to Save	15.139	15.139	15.139	15.139
<b>General Balances</b>				
General Fund (non-schools)	10.881	10.881	10.881	10.881
Schools Balances	11.840	11.840	11.840	11.840
<b>Total</b>	<b>79.825</b>	<b>74.919</b>	<b>73.395</b>	<b>72.095</b>

3.39 The paragraphs below explain the purpose of each earmarked reserve and, for agreement, 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 agreement.

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 and related central government reforms. There is an estimated base budget shortfall of £2.057m in Revenues and Benefits that is being bridged by an annual drawdown from the Housing Benefit reserve (i.e. funding ongoing budget from one-off resources). The 2020/21 revenue budget includes a drawdown of £2.057m from this reserve, for agreement. On this trajectory, the Housing Benefit reserve is due to be fully depleted during 2022/23 (the last year of the current MTFs). The MTFs currently assumes that the base budget shortfall in Revenues and Benefits will then be offset by a compensating reduction in net expenditure (including underspends) and will not add to the

estimated budget gap. This needs to be reviewed as part of the next review of budget assumptions at the outset of the 2021/22 budget setting process.

3.39.6 NNDR Smoothing Reserve – This is an accumulation of unbudgeted retained business rates income, in the main related to 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 to smooth the budgetary impact of future risks around the Council's retained business rates income, such as an expected full reset of business rates growth in 2021/22 not currently factored into the MTFs assumptions. The 2020/21 revenue budget includes a transfer of £4.779m to this reserve, for agreement.

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. The 2020/21 revenue budget includes a drawdown of £0.925m from this reserve, for agreement.

3.39.8 Social Care Reserve – This is a new earmarked reserve to hold the new 2020/21 social care grant announced in Spending Round 2019, pending the further working up of proposals and draw down for one-off expenditure incurred during the financial year. The 2020/21 revenue budget includes a transfer of £5.985m to this new reserve, for agreement.

3.39.9 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.

3.39.10 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. The balance of this reserve is the combined balance of the remaining Transformation reserve (£12.329m) and the previous Invest to Save reserve (£2.810m) set aside for the same purpose.

3.40 The estimated 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. This is consistent with the existing policy to set a minimum target level of General Fund balances (excluding schools balances) at 5.0% of the net budget requirement (excluding schools expenditure) over the course of the MTFs. Ideally, the level of General Fund balances would be higher going forward given the level of risk around the medium-term assumptions.

## **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 MTF5 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 the annual fluctuating gas costs) to absorb any increases in costs.

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 F**.

**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	14.214	10.275	11.275	<b>35.764</b>
Housing	142.096	148.100	135.409	<b>425.605</b>
People	1.847	5.489	0.000	<b>7.336</b>
Resources	10.000	0.000	0.000	<b>10.000</b>
<b>Total Capital Programme</b>	<b>168.157</b>	<b>163.864</b>	<b>146.684</b>	<b>478.705</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 includes a new £10m investment pot that will be 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 Further work will be required to allocate this additional capital investment pot and plan delivery timescales. Once this work has been completed, the proposed revised capital programme will be set out in a report to Council during 2020/21. The £10m additional capital budget is currently fully profiled in 2020/21. However, it is unlikely that all schemes will be live during 2020/21 and therefore expenditure is likely to be incurred across two financial years.

- 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>General Fund Programme</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	35.593	5.197	2.075	<b>42.865</b>
<b>Total General Fund</b>	<b>46.230</b>	<b>36.899</b>	<b>24.003</b>	<b>107.132</b>
<b>HRA Programme</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>168.157</b>	<b>163.864</b>	<b>146.684</b>	<b>478.705</b>

- 5.7 The Council's 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, will be included within the final budget report to the Executive on 6 February 2020 and Council on 27 February 2020.

## **6 TREASURY MANAGEMENT STRATEGY AND INVESTMENT STRATEGY 2020/21**

- 6.1 The Council's annual Treasury Management Strategy for 2020/21, in line with the requirements of the CIPFA Treasury Management Code, will be considered initially by Audit Committee on 28 January 2020, and included within the final budget report to the Executive on 6 February 2020 and Council on 27 February 2020.
- 6.2 The final budget report to the Executive on 6 February 2020 and Council on 27 February 2020 will also contain the Investment Strategy disclosures required by the Statutory Guidance on Local Government Investments.

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

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

- 7.1 The detailed, statutory council tax calculations and the recommendations on the final level of the 2020/21 council tax, including the GLA precept, will form part of the final budget report to the Executive on 6 February 2020, for onward recommendation to Council on 27 February 2020. This will also incorporate decisions on the level of the council tax base to be agreed by Audit Committee on 28 January 2020 and the statutory forecast of the surplus/deficit on the Collection Fund as at 15 January 2020.

### **Retained Business Rates 2020/21**

- 7.2 London Government, through decisions made collectively by the London Councils Leaders Committee and the Mayor has agreed, in principle, 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. The deadline for notifying MHCLG of any intention to pull out of the pool is 16 January 2020.
- 7.3 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) based on the numbers confirmed in the provisional settlement. 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.
- 7.4 A pool memorandum of understanding will need to be signed off by each member authority through their usual decision making processes.
- 7.5 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.
- 7.6 In order that the final pool distribution modelling can be completed in advance of budget setting, billing authorities (including Islington) are requested to submit their NNDR1 returns to the GLA, London Councils and the Corporation by no later than Friday 24 January 2020

– a week earlier than the expected formal MHCLG (statutory) deadline of 31 January. This will ensure that the revised pool distribution model can be prepared and circulated to all 34 authorities. As the final pool distribution modelling will not be circulated until February 2020 (most likely after the finalisation of the budget papers for Executive and Council), the final version of the budget report will seek delegated authority to transfer any additional increase in estimated business rates retention income for 2020/21 to the NNDR smoothing earmarked reserve.

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

### **COMMENTS OF THE SECTION 151 OFFICER**

- 8.1 This section contains the 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 Section 151 Officer when making decisions about the budget and the level of council tax.
- 8.2 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.
- 8.3 The 2020/21 budget assumptions in respect of central government funding reflect the Provisional Local Government Finance Settlement for 2020/21. 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 the provisional settlement did not include funding allocations in relation to separate funding streams such as public health grant and homelessness grants, the 2020/21 budget assumptions in this regard are considered robust based on latest indications from the Government and are expected to be validated in due course.
- 8.4 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 £13.474m. 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.
- 8.5 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 by now should be much further worked up into concrete proposals and individual delivery projects. The budget risk of £1.712m in 2020/21 should be considered in the context of an available corporate contingency budget of £3.411m. It is critical that the deliverability of the unallocated cross-cutting savings assumed as part of the 2020/21 budget is reviewed as soon as possible (ideally before the start of the financial year) and that they are either allocated against specific budgets where robust plans exist

to deliver the savings, or factored into the estimated budget gap as undeliverable savings before we commence the 2021/22 budget setting cycle. To this end, a risk-based review of all savings assumed in the MTFs is currently underway and will feed into the next review of budget assumptions at the outset of the 2021/22 budget setting process.

- 8.6 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. The latest analysis from our external financial advisors estimates that inner London boroughs such as Islington will be hit harder by the fairer funding review and that the Council could lose £2.7m per annum of our core settlement funding assessment over the six years from 2021/22 to 2026/27 (£5.4m cut over the current MTFs period to 2022/23 and £16.2m total cut by 2026/27). This is not currently factored into the MTFs assumptions.
- 8.7 In addition to so-called fairer funding, an expected full reset of business rates growth in 2021/22 creates significant uncertainty around the c£10.8m of business rates retention growth that the Council has built up since the introduction of the business rates retention system in 2013/14. However, this may be partially or fully offset by a redistribution of the national business rates growth back to authorities based on need as well as by a review of our underlying business rates base and provision for appeals. The MTFs currently assumes that this will have a neutral affect overall and has set aside a NNDR smoothing reserve to smooth any budgetary impact.
- 8.8 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 (e.g. currently unallocated cross-cutting savings), but with the caveat that there are significant concerns about the deliverability of the cross-cutting savings going forward.
- 8.9 Within the overall medium-term budget position, it should be noted that there is an estimated base budget shortfall of £2.057m in Revenues and Benefits that is being bridged by an annual drawdown from the Housing Benefit reserve (i.e. funding ongoing budget from one-off resources). On this trajectory, the Housing Benefit reserve is due to be fully depleted during 2022/23 (the last year of the current MTFs). The MTFs currently assumes that the base budget shortfall in Revenues and Benefits will then be offset by a compensating reduction in net expenditure (including underspends) and will not add to the estimated budget gap. This needs to be reviewed as part of the next review of budget assumptions at the outset of the 2021/22 budget setting process.
- 8.10 Beyond 2020/21, there is significant uncertainty around the estimated budget gap to close over the medium term. It is possible that the remaining medium-term gap presented in **Table 1**, based on the current MTFs assumptions, could be significantly higher. As such, it should be interpreted with caution, especially in light of the concerns raised in this section of the report. The robustness of all MTFs assumptions should be reviewed in early spring 2020, including different funding scenarios, in order to help shape the 2021/22 budget setting process from the outset.
- 8.11 In setting a minimum 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 balances, earmarked reserves and contingencies would all be higher going forward given the concerns over the medium-term budget position. It is recommended that any underspends at the end of the financial year should be used to increase General Fund

balances and/or earmarked reserves in order to provide further resilience going into a very uncertain medium-term budget cycle from 2021/22. Moreover, should there be any advantageous changes to 2020/21 budget assumptions before finalising the final version of the budget report to the Executive on 6 February 2020 and Council on 27 February 2020, it is recommended that this is used to increase the corporate contingency budget.

### **COMMENTS OF THE MONITORING OFFICER**

- 8.12 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.
- 8.13 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.
- 8.14 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.
- 8.15 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.
- 8.16 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**

- 8.17 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.
- 8.18 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.

8.19 A Resident Impact Assessment (RIA) of the budget proposals is set out at **Appendix G**. 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.

**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 F – Capital Programme 2020/21 to 2022/23  
Appendix G – Resident Impact Assessment

**Background papers:** None

Final report clearance:

**Signed by:**



8 January 2020

**Executive Member for Finance, Performance  
and Community Safety**

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)

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

	2019/20	2020/21						2021/22						2022/23							
	Budget	Virements	Pay Inflation	Non Pay Inflation	Other Adjustments	Growth	Savings	Budget	Pay Inflation	Non Pay Inflation	Other Adjustments	Growth	Savings	Estimate	Pay Inflation	Non Pay Inflation	Other Adjustments	Growth	Savings	Estimate	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	
Chief Executive's Directorate	1.953	(0.804)	0.035				(0.075)	1.109	0.036	0.000			(0.075)	1.070	0.036	0.000				1.106	
Environment and Regeneration	15.396	2.699	0.926	0.630	(0.100)	0.239	(2.610)	17.180	0.945	0.643	(0.075)	0.036	(2.224)	16.504	0.963	0.655				(0.375)	17.748
Housing	8.808	0.027	0.078	0.332	0.860	0.497	(0.385)	10.217	0.080	0.339	0.085	0.228	(0.165)	10.783	0.081	0.345		0.197			11.407
People - Adult Social Care	69.595	(0.249)	0.451	3.120	(10.119)	3.024	(2.120)	63.702	0.460	3.182		3.268	(2.185)	68.427	0.469	3.246		2.481	(0.495)		74.129
People - Children, Employment and Skills	82.688	0.354	1.046	0.697	(1.368)	3.657	(2.401)	84.673	1.067	0.711	(0.330)	1.353	(2.198)	85.276	1.088	0.725	(0.040)	0.262			87.311
People	152.283	0.105	1.497	3.817	(11.487)	6.681	(4.521)	148.375	1.527	3.893	(0.330)	4.621	(4.383)	153.703	1.557	3.971	(0.040)	2.743	(0.495)		161.440
Public Health	0.000				0.224		(0.224)	0.000					(0.359)	(0.359)							(0.359)
Resources Directorate	38.971	(1.695)	0.861	0.759	0.362		(0.768)	38.490	0.878	0.774	(0.014)		(0.928)	39.200	0.896	0.790				(1.825)	39.061
<b>NET COST OF SERVICES</b>	<b>217.411</b>	<b>0.332</b>	<b>3.397</b>	<b>5.538</b>	<b>(10.141)</b>	<b>7.417</b>	<b>(8.583)</b>	<b>215.371</b>	<b>3.465</b>	<b>5.649</b>	<b>(0.334)</b>	<b>4.885</b>	<b>(8.134)</b>	<b>220.902</b>	<b>3.534</b>	<b>5.762</b>	<b>(0.040)</b>	<b>2.940</b>	<b>(2.695)</b>		<b>230.403</b>
Other Corporate Income/Expenditure	(0.013)	1.907			1.189	0.070		3.153			(0.925)	0.030		2.258							2.258
Prior Agreed Cross-Cutting Savings	(1.100)	0.468					(1.080)	(1.712)					(3.100)	(4.612)							(4.612)
Corporate Financing Account	(25.043)				(3.482)	0.653		(27.872)			0.772	0.041		(27.059)			0.292				(26.767)
Central Pensions Costs	9.348							9.348						9.348							9.348
Corporate Levies	19.962			0.134				20.096		1.283				21.379		2.298					23.677
Special Expense - Lloyd Square	0.017							0.017						0.017							0.017
<b>NET OPERATING EXPENDITURE</b>	<b>220.582</b>	<b>2.707</b>	<b>3.397</b>	<b>5.672</b>	<b>(12.434)</b>	<b>8.140</b>	<b>(9.663)</b>	<b>218.401</b>	<b>3.465</b>	<b>6.932</b>	<b>(0.287)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>222.233</b>	<b>3.534</b>	<b>8.060</b>	<b>0.252</b>	<b>2.940</b>	<b>(2.695)</b>		<b>234.324</b>
Contingency	5.080	(2.707)			1.038			3.411						3.411							3.411
Transfer to/(from) Earmarked Reserves	(4.207)				11.239			7.032			(9.089)			(2.057)							(2.057)
Transfer to/(from) General Balances	0.000							0.000						0.000							0.000
New Homes Bonus Grant	(5.051)				(0.218)			(5.269)			4.090			(1.179)			0.530				(0.649)
Council Tax Administration Grants	(0.565)							(0.565)						(0.565)							(0.565)
<b>NET BUDGET REQUIREMENT</b>	<b>215.839</b>	<b>0.000</b>	<b>3.397</b>	<b>5.672</b>	<b>(0.375)</b>	<b>8.140</b>	<b>(9.663)</b>	<b>223.010</b>	<b>3.465</b>	<b>6.932</b>	<b>(5.286)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>221.843</b>	<b>3.534</b>	<b>8.060</b>	<b>0.782</b>	<b>2.940</b>	<b>(2.695)</b>		<b>234.464</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>(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>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		<b>(109.713)</b>
Business Rates Growth	(10.207)				(0.640)			(10.847)						(10.847)							(10.847)
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)				(3.712)			(4.779)			4.779			0.000							0.000
- Council Tax	(0.669)				0.669			0.000						0.000							0.000
<b>COUNCIL TAX REQUIREMENT</b>	<b>92.994</b>	<b>0.000</b>	<b>3.397</b>	<b>5.672</b>	<b>(2.869)</b>	<b>8.140</b>	<b>(9.663)</b>	<b>97.671</b>	<b>3.465</b>	<b>6.932</b>	<b>(0.507)</b>	<b>4.956</b>	<b>(11.234)</b>	<b>101.283</b>	<b>3.534</b>	<b>8.060</b>	<b>0.782</b>	<b>2.940</b>	<b>(2.695)</b>		<b>113.904</b>

**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>

## 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>

**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>

**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%	
	Licensed Venues external to Town Hall (out of hours 6pm to 10pm)	Monday to Saturday	£800.00	£800.00	0.00%
	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 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 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 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 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%	
Wheele Bin 240 litre	Per lift	£7.50	£7.50	0.00%	
Wheele 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%	
Wheele Bin 240 litre	Per lift	£4.40	£4.40	0.00%	
Wheele 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**

Fee/Charge	Description/Unit	2019-20	2020-21	% Change	Comments
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%
Junior 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	3.0%	£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	£358.60	£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						

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%	2.0%						2.0%	2.0%						
1-1 lessons			£24.50	£24.50						£24.50	£24.50						

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>

## 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 and Redbrick)	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

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

Directorate/Scheme	Description	Status	2020/21	2021/22	2022/23	Total 2020/21 to 2022/23
			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
Fleet	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
<b>Total Environment and Regeneration</b>			<b>14.214</b>	<b>10.275</b>	<b>11.275</b>	<b>35.764</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
<b>Total Housing</b>			<b>142.096</b>	<b>148.100</b>	<b>135.409</b>	<b>425.605</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
<b>Total People</b>			<b>1.847</b>	<b>5.489</b>	<b>0.000</b>	<b>7.336</b>
<b>RESOURCES</b>						
Additional investment in Council's non-housing assets	A new £10m investment pot that will be 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.	Not started	10.000	0.000	0.000	10.000
<b>Total Resources</b>			<b>10.000</b>	<b>0.000</b>	<b>0.000</b>	<b>10.000</b>
<b>TOTAL CAPITAL PROGRAMME</b>			<b>168.157</b>	<b>163.864</b>	<b>146.684</b>	<b>478.705</b>

## **Appendix G: 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.

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Chief Executive Department  
Town Hall, London N1 2UD

## Report of: Executive Member for Finance, Performance & Community Safety

Meeting of:	Date:	Ward(s):
Policy and Performance Scrutiny Committee	23 January 2020	All

Delete as appropriate	Exempt	Non-exempt

## SUBJECT: Quarter 2 Performance Report: Safety and A Well-Run Council

### 1. Synopsis

- 1.1 The Council has in place a suite of corporate performance indicators to help monitor progress in delivering the outcomes set out in the Council's Corporate Plan. Progress on key performance measures is reported through the Council's Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2 This report sets out progress against targets for those performance indicators that fall within the two outcome areas for which the Policy and Performance Scrutiny Committee has responsibility – Safety and A Well Run Council.

### 2. Recommendations

- 2.1 To note performance against targets in the first six months of 2019/20 for measures relating to Safety and A Well Run Council
- 2.2 To note responses to queries raised by the Committee when it discussed the Quarter1 report, including new measures relating to monitoring air quality and our carbon footprint.

### 3. Background

- 3.1 A suite of corporate performance indicators has been agreed for 2018-22, which help track progress in delivering the seven priorities set out in the Council's Corporate Plan - *Building a Fairer Islington*. Targets are set on an annual basis and performance is monitored internally, through Departmental Management Teams, Corporate Management Board and Joint Board, and externally through the Scrutiny Committees.

- 3.2 The Policy & Performance Scrutiny Committee (PPSC) has overall responsibility for maintaining an overview of the Council's performance. The Committee is also responsible for monitoring and challenging performance for two key service / outcome areas: Safety (covering Crime, Anti-social behaviour, Violence Against Women and Girls, and Public Protection) and A Well Run Council (core services, such as Finance, IT, Human Resource and Customer Services), which support and enable the running of the organisation).
- 3.3 The four thematic scrutiny committees – Children's Services, Health & Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance relating to those services and outcomes which fall within their remits.

#### 4. Outstanding issues and queries from Quarter 1

- 4.1 The Committee discussed the Quarter 1 performance report at its' meeting on 30 September 2019. The report included a full list of corporate PIs, together with targets for 2019/20. There were a number of outstanding issues, and queries raised by the Committee.
- **Definition of affordable homes:** The Corporate Director of Housing has confirmed that these indicators measure genuinely affordable homes i.e. those that are social rented or shared ownership. The wording of both indicators has been amended to make this clear
  - **Targets around Transgender Hate Crime:** This has been added to the suite of Hate Crime measures, in response to a request from PPSC
  - **People killed or seriously injured on our roads:** The Council has limited ability to control this so it is not proposed to include it as a corporate performance indicator. However, numbers will be routinely reported to the Environment and Regeneration Scrutiny Committee as part of quarterly performance reporting
  - **Carbon emission targets:** Two new indicators have been introduced to monitor emissions from council buildings and vehicles. The Corporate Director of Environment & Regeneration has confirmed that the current year will be used to set a baseline, and targets will be introduced from next year
  - **Air quality measure:** Following the successful achievement of our target last year to introduce air quality monitors outside all Islington schools, a new measure will now be introduced around air quality audits for schools
  - **Angelic Energy:** the wording of the measure has been amended to 'the number of Islington households supplied by Angelic Energy' (previously measured meter points for gas and electricity and captured all customers, not just Islington residents)
- 4.2 A query was raised relating to what appeared to be very ambitious targets for drug and alcohol treatment programmes, compared with performance in 2018/19.
- % of drug users in drug treatment who successfully complete treatment and do not re-present within 6 months - Target for 19/20 is 20.0% (10.4% in 18/19)
  - % of alcohol users who successfully complete the treatment plan – Target for 19/20 is 42.0% (27.2% in 18/19)
- 4.3 The lead officer for the Substance Misuse programme has confirmed that these targets reflect the contractual performance targets agreed with the commissioned provider of substance misuse services in Islington, Camden and Islington NHS Foundation Trust. The performance targets are set with reference to benchmarking data for other areas in England with a similar population profile.

Public Health England provide us with regular benchmarking information from comparator areas of England. The range of lowest – highest are set out below:

Opiates (e.g. heroin; morphine; methadone)	7.45% - 10.61%
Non-opiates (e.g. crack cocaine; powder cocaine; methamphetamines)	41.24% - 56.99%
Alcohol	47.2% - 56.3%

- 4.4 Based on this benchmarking data, Islington’s performance targets are reasonable and achievable, and reflect our ambitions for improving outcomes for local people substance misuse problems.
- 4.5 A new five-year contract for substance misuse services was let in April 2018, which represented a new approach and, as such, it was recognised that performance in the first year would be impacted whilst the new model was embedded. However, now that it is in place, we expect performance to improve over the coming year. Performance will be monitored through the Health and Care Scrutiny Committee.
- 4.6 The Committee discussed whether it would be possible to include some indication of how responsive we are as a council to issues raised by the public. There is no single measure that will provide this. We do routinely monitor data on Complaints which may be helpful. Individual services may gather feedback from their clients on the services they offer, and any future Residents Survey would provide useful insight into resident perceptions of the Council. We will aim to include any relevant customer insight in performance reports where it is available.

## 5. Quarter 2 performance update - Safety

Making sure fewer young people are victims or perpetrators of crime

- 5.1 Key performance indicators relate to preventing and reducing youth offending.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
S1	Percentage of young people (aged 10-17) triaged that are diverted away from the criminal justice system	80%	83%	<b>85%</b>	<b>82%</b>	<b>No</b>	80%	<b>Yes</b>
S2	Number of first time entrants into the Youth Justice System	60	58	<b>58</b>	<b>25</b>	<b>Yes</b>	25	<b>Same</b>
S3	Percentage of repeat young offenders (under 18s)	54%	45%	<b>45%</b>	<b>44%</b>	<b>Yes</b>	N/A change in definition	<b>N/A</b>
S4	Number of custodial sentences for young offenders	17	26	<b>25</b>	<b>5</b>	<b>Yes</b>	15	<b>Yes</b>

### *Young people diverted from the youth justice system*

- 5.2 82% of young people triaged in the first half of 2019/20 were diverted away from the criminal justice system, a small improvement on the same period in 2018/19. This measure is currently based on relatively small numbers of young people being triaged – only 8 young people were triaged in Quarter 2 of this year.
- 5.3 Targeted Youth Support (TYS) continues to ensure that children, young people and their families who need support are able to access this as soon as they need it, in line with the principle of early help. This package of support to the young person, helps them address the difficulties that they are enduring, with the objective of ameliorating their circumstances and diverting them from the criminal justice system. The utilisation of the Trauma Informed and Motivational Practice models has assisted with the quality of the relationship between the allocated Youth Worker and the young person and increases the likelihood of the intervention being successful. Inroads also continue to be made in relation to the use of the multi-agency system, where specialist support can be provided from other professionals to support the young person who is subject to the triage.

### *First Time Entrants*

- 5.4 There were 25 First Time Entrants into the Youth Justice System in the first two quarters of 2019/20, the same number as Quarter 2 last year. We are on target to improve on the year-end total of 58 for 2018/19.
- 5.5 Islington continues to see reductions in the number of First Time Entrants in the Youth Justice System. Figures within the past year have continuously represented Islington's best levels of performance in relation to this indicator. This has taken place when Serious Youth Violence and knife crime is at its highest level in London for a decade. The improvement in Islington suggests that our approach to supporting more vulnerable young people at an early stage in the journey, for instance those young people who may be subject to a triage intervention, is having an impact. This, in turn, prevents the escalation of more concerning and serious behaviours, preventing their entrance into the criminal justice system.

### *Reoffending*

- 5.6 Provisional data shows that out of the 43 young people in the cohort for Quarter 2 2018/19, 44% (19) had re-offended during the following year. This is slightly lower than the rate of 45% at the end of 2018/19.
- 5.7 We have recognised through our internal auditing and local research processes that the group of young people involved in re-offending are those with significant and multiple vulnerabilities – domestic abuse; broken attachments to carers; parental substance and/or alcohol misuse; chaotic school histories; speech and language difficulties and special educational needs. It is difficult to solve such complex issues swiftly. We have seen reductions in the reoffending rates because we continue to use the 'child first, offender second' ethos in working with these young people. Subsequently, we have been focussing on strengthening the specialist packages of support that can improve the lives of these young people.

### *Use of Custody*

- 5.8 There have been five custodial sentences involving Islington young people in the first two quarters of 2019/20. This is a third of the number during the equivalent period in 2018/19, and significantly below the profiled target of 13 at the Quarter 2 point in the year.
- 5.9 The Youth Offending Service (YOS) has placed significant effort into this area because we recognise that the secure and custodial estate is not suitable for young people and that it should

only be used as a very last resort. It is for this reason that we continue to dissuade courts from imposing custodial sentences on young people because we argue that the risk that (most of) our young people pose to the public can be managed in the community. Caseworkers and managers have worked tirelessly to ensure that the assessments and the subsequent Pre-Sentence Reports that the courts are furnished with are trauma informed and strengths based, with a clear rationale and outline of risk and protective factors.

## Reduce levels of crime and anti-social behaviour

- 5.10 Performance measures focus on priority crimes for Islington – robbery, violent crimes, domestic abuse, and upon ensuring an effective response to high risk victims of crime and ASB.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
S5	Number of robbery offences	1,936	1,446	<b>1,374</b>	<b>803</b>	<b>No</b>	755	<b>No</b>
S6	Number of violence with injury offences (non DA)	1,733	1,801	<b>1,711</b>	<b>860</b>	<b>Yes</b>	953	<b>Yes</b>
S7	Number of knife crime with injury offences (non DA)	76	63	<b>60</b>	<b>25</b>	<b>Yes</b>	38	<b>Yes</b>
S8	Number of Serious Youth Violence offences	225	215	<b>204</b>	<b>129</b>	<b>No</b>	113	<b>No</b>
S9	Number of Domestic Abuse offences	2,405	2,640	<b>2,772</b>	<b>1,282</b>	<b>No</b>	1,399	<b>No</b>
S10	Percentage of Domestic Abuse Sanction Detections	18.3%	15.6%	<b>16.4%</b>	<b>16.4%</b>	<b>Yes</b>	15%	<b>Yes</b>
S11	Proportion of repeat callers to the ASB hotline (calling 10+ times in a rolling 6 month period) being managed through repeat callers process, Community MARAC or by Public Protection	New measure	New Measure	<b>85%</b>	<b>tbc</b>	<b>tbc</b>	New Measure	<b>N/A</b>
S12	Number of high risk victims successfully exiting the Community Risk MARAC	N/A New indicator for 18/19	39	<b>36</b>	<b>20</b>	<b>Yes</b>	17	<b>Yes</b>

### *Overall crime*

- 5.11 The Safer Islington Partnership (the partnership) currently oversees five key theme areas in crime and safety: Crimes Involving Young People, Hate Crime & ASB, Violence Against Women & Girls, Drugs & Adult Offending and Exploitation & Extremism.
- 5.12 Overall crime in Islington has shown a slight increase of 1.1% after two years of decline, while London has seen crime rises of over 8%. The partnership is measured through a number of corporate indicators. Below is a summary of performance at the end of Quarter 2 in 2019/20.

### *Robbery*

- 5.13 In the first half of 2019/20, Islington recorded 803 robbery offences, higher than the profiled target of 687. Robbery has been a challenge for the partnership so far this year, however the introduction of a proactive robbery team and robbery cars has improved the policing response. There is also ongoing partnership work around hot spot locations and multi-agency working/ intelligence sharing, which has yielded positive results.

### *Violence against the person*

- 5.14 Violence against the person, including youth violence and knife crime, remains a priority for the Safer Islington Partnership. We have seen a 2.1% reduction in violence against the person, whilst London has seen a 4.9% increase. In terms of volume, Islington ranks 20th out of 32 boroughs.
- 5.15 Overall youth violence has seen a 7.8% reduction, however, we have seen an increase in serious youth violence in the past 12 months. The Islington Gangs Team, Youth Offending Service and Targeted Youth Support continue to successfully work with young people involved in gangs.
- 5.16 A number of actions are being taken including protecting youth service provision, increasing investment in targeted and specialist services for young people at risk, reducing school exclusions and rolling out trauma informed practice across the children's workforce. The final Knife Crime Task and Finish Group meeting took place in September 2019. There have been many positive outcomes. Islington has recorded a 10.3% reduction in knife crime in the past 12 months, whilst London recorded a 1.4% increase.
- 5.17 Islington is receiving 2 years MOPAC Violence Reduction Unit funding which has provided an opportunity to extend the Transitions Project and Trauma Informed training, as well as funding knife bins and community strengthening conferences. A Knife Harm prevention video is being produced by Youth Offending Service (YOS) and the Love and Loss group to use as part of YOS interventions.
- 5.18 This year the council will review the Working Together for a Safer Islington Youth Crime plan and consult with local stakeholders, young people, parents and local communities to inform the development of a new Youth Safety Plan for Islington to be launched in June 2020.

### *Violence Against Women and Girls (VAWG)*

- 5.19 The Violence Against Women and Girls (VAWG) Strategy has many aims including increasing awareness of all VAWG and increasing reporting from hard to reach communities, holding perpetrators to account and also protecting survivors and their family through providing an effective service.
- 5.20 Overall reporting of DVA was slightly below target at the end of Quarter 2 with 1,282 incidents reported (for this measure, higher is better). The proportion of Domestic Abuse sanction detections remains low but has seen a small increase – from 15.6% to 16.5% in the past 12 months, and Islington is performing better than many other London boroughs.
- 5.21 The Keel Multi-Agency prototype team launched in January and has worked with 60+ families. Evaluation indicates strengthened partnership working to improve service response and experience of children and families. Islington has also signed up to Women's Night Safety Charter encouraging local businesses to do more to help make Islington safer at night for women, whilst a number of ambassadors (staff and community) have been trained up to help identify and support survivors of domestic abuse.
- 5.22 The Violence Against Women and Girls (VAWG) Strategic Board is leading on a new approach to working with perpetrators of DA both to support behaviour change and / or hold perpetrators to

account if they persist in harmful behaviours. This will involve the establishment of a DA perpetrator panel and additional resources to work with DA perpetrators.

*Anti-social behaviour*

5.23 The Community MARAC (Multi-Agency Risk Assessment Conference) continues to excel at dealing with complex cases involving high risk victims of anti-social behaviour or crime - two recent examples of long-standing hate crime cases have been successfully resolved. Between April 2019 and September 2019 we saw 20 cases where high risk victims or perpetrators successfully exited the Community Risk MARAC with positive outcomes. Outcomes included getting partners to create a joined up support plan for the victim and/or perpetrator, reducing safeguarding issues or making referrals to other organisations.

Keep consumers informed and safe

5.24 Performance indicators monitor the effectiveness of our Public Protection services.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
S13	Percentage of food inspection programme completed	99%	99.5%	<b>100%</b>	<b>43%</b>	<b>Yes</b>	41%	<b>yes</b>
S14	Number of age-restricted sales checks for knives, alcohol and tobacco	N/A New measure for 18/19	11	<b>9</b>	<b>5</b>	<b>Yes</b>	tbc	<b>tbc</b>
S15	Number of joint Trading Standards and Licensed training events delivered to businesses identified as having training needs	2	4	<b>5</b>	<b>2</b>	<b>Yes</b>	tbc	<b>tbc</b>
S16	Number of licensing panels held for premises where there are concerns	30	42	<b>45</b>	<b>16</b>	<b>Yes</b>	9	<b>yes</b>
S17	Number of reviews for licensed premises where there are serious breaches	6	7	<b>8</b>	<b>9</b>	<b>No</b>	3	<b>yes</b>

5.25 All 2,350 food businesses operating in Islington are inspected every 6 months to 3 years depending upon their risk rating. There is a 15-20% turnover in management of food businesses and the sector continues to grow year in year out. Approximately 85% are broadly compliant with legal requirements on inspection and we take action to secure compliance in the remaining 15%. Auditing processes for compliance with food allergen management and labelling requirements is a key component of all inspections in catering and manufacturing premises. All inspections result in a food hygiene rating which can be viewed on <https://ratings.food.gov.uk/>

5.26 The Licensing Team uses the Officer Panel and Review process to deal with poorly performing businesses. Alongside this we are actively engaging licenced premises to sign up to the Women's

Night Safe Charter. Since the launch of the scheme at the end of October we have signed up 26 businesses and have a target to sign up 100 by January.

Celebrate and protect our diverse and integrated communities

5.27 In addition to measures relating to Faith, Racist, Disability and Homophobic hate crimes, we have added new targets relating to Transgender hate crime. The aim is to increase reporting of, and the sanction detections rate for hate crimes in Islington.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
S18a	Number of Homophobic Offences reported to police	92	105	103	68	<b>Yes</b>	61	<b>Yes</b>
S18b	Sanction Detection Rate for Homophobic Hate Crime	19.6%	5.7%	6.0%	2.9%	<b>No</b>	5%	<b>No</b>
S19a	Number of Racist Offences reported to police	547	557	610	272	<b>Yes</b>	261	<b>Yes</b>
S19b	Sanction Detection Rate for Racist Hate Crime	20.1%	15.4%	16.2%	15.4%	<b>No</b>	12.6%	<b>Yes</b>
S20a	Number of Disability Hate Offences reported to police	26	21	30	12	<b>No</b>	10	<b>Yes</b>
S20b	Sanction Detection Rate for Disability Hate Crime	7.7%	0.0%	4.8%	0.0%	<b>No</b>	0.0%	<b>Same</b>
S21a	Number of Faith Hate Crime Offences reported to police	116	62	88	24	<b>No</b>	34	<b>No</b>
S21b	Sanction Detection Rate for Faith Hate Crime	21.6%	4.8%	5.1%	16.7%	<b>Yes</b>	0.0%	<b>Yes</b>
S22a	NEW: Number of Transgender Hate Crime Offences reported to police	13	13	12	7	<b>Yes</b>	8	<b>No</b>
S22b	NEW: Sanction Detection Rate for Transgender Hate Crime	0.0%	0.0%	8.3%	0.0%	<b>No</b>	0.0%	<b>Yes</b>

5.28 The partnership focus is on encouraging reporting of hate crime in line with the Police Plan for London. The number of Homophobic and Racist hate crime incidents has increased, as have disabled offences (though numbers remain low). Sanction detection rates remain a challenge, although there has been some improvement in detection rates for Racist and Faith hate crimes.

5.29 The dip-sample meeting reviews cases of Hate Crime on a quarterly basis. The aim of dip-sampling is to determine, through a formal structured process, whether or not proper procedures are being followed and whether an appropriate and proportionate approach is being taken by the Metropolitan Police Service whilst investigating (in this case) hate crime or DVA offences. A random selection of offences are redacted and taken to a multi-agency meeting, where they are discussed and reviewed. Actions (where appropriate) are then taken forward by the police based on what is agreed in the meeting. Learning is recorded and is used to ensure better outcomes for victims and

contribute towards increasing positive outcomes. Currently, dip sampling is only used for DVA and hate crime cases, but we are looking to expand the model to other areas.

5.30 Hate crime awareness week was 12th - 18th October. The focus was around how people can report hate crime.

5.31 Educating the next generation is a crucial part of eliminating hate crime. In November, Central Library hosted the Anne Frank and Family Exhibition. Year 6 pupils in local primary schools were invited to see the exhibition and to take part in a Free to Be workshop. The workshop explored the story of Anne Frank and what happened to her along with 6 million other Jews during WW2. It then looked at prejudice and discrimination today, and how to challenge hate, prejudice and discrimination. In October 2019 we saw the successful delivery of a multitude of events during National Hate Crime Awareness Week. The focus was on young people with the highlight event at the Emirates Stadium with attendance from 120 Islington school children.

## 6. Quarter 2 performance update – A Well Run Council

### Managing our budget effectively and efficiently

6.1 Key performance indicators relate to in year collection of Council Tax and Business Rates, which are the key sources of income to enable us to run core council services. Latest data is as follows:

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
WRC1	Percentage of council tax collected in year	96.2%	96.1%	<b>96.2%</b>	<b>49.1%</b>	<b>Yes</b>	Not available	<b>N/A</b>
WRC2	Percentage of business rates collected in year	97.2%	96.6%	<b>96.7%</b>	<b>52.8%</b>	<b>Yes</b>	Not available	<b>N/A</b>

6.2 In Quarter 2 of 2019/20 we collected 49.1% of Council Tax which equated to £61million of gross revenue. This is in line with where we expected to be at this point in the year and we are on track to meet our year-end target.

6.3 Business Rates collection is also on track, with 52.8% (£155million) gross revenue collected in the first 6 months of the year.

### Harnessing digital technology for the benefit of residents and staff

6.4 The Council is committed to making it easier for residents to transact with us through digital channels, whilst ensuring that those who really need to continue to access support by phone or face to face. Targets for 2019/20 reflect our ambitions to further reduce phone calls and face-to-face visits, and increase the volume of contacts and transactions through our online / self-serve channels. Latest data is set out below.

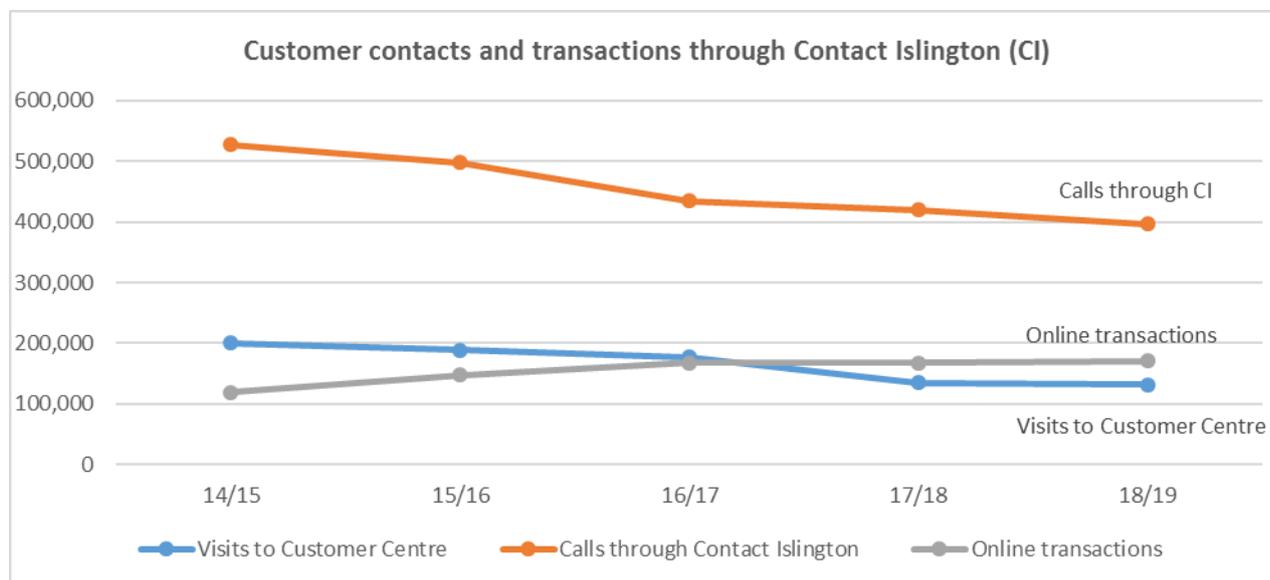
PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
WRC3	Number of visits in person at Customer Contact Centre	135,229	131,500	<b>124,925</b>	<b>55,897</b>	<b>Yes</b>	63,295	<b>Yes</b>
WRC4	Number of telephone calls through Contact Islington call centre	419,122	396,211	<b>366,595</b>	<b>177,719</b>	<b>Yes</b>	206,381	<b>Yes</b>
WRC5	Number of online transactions	167,629	170,156	<b>167,629</b>	<b>81,058</b>	<b>No</b>	85,814	<b>No</b>
WRC6	Percentage of calls into Contact Islington handled appropriately	98.8%	98.5%	<b>98.0%</b>	<b>97.8%</b>	<b>Yes</b>	98.5%	<b>No</b>

- 6.5 The number of visits to our Customer Centre continues to fall - down by 11.7% for the first two quarters of this year compared to the same period the previous year.
- 6.6 Visitors coming into the Customer Centre for Housing Benefit queries continue to reduce as residents migrate onto Universal Credit and more people choose to use the centre's scanning technology and email to submit evidence for their Housing Benefit claims. In addition, the move to paperless parking permits and visitor vouchers using Ringo is having a positive impact on visitor numbers for parking services, with more people choosing to undertake these transactions online. For the first 2 quarters of 2019/20, there was a reduction of 8.25% in the number of residents visiting the Customer Centre for a Resident Permit compared to the same period the previous year. Similarly, the number of people visiting the centre for Visitor Vouchers reduced by 14.4%.
- 6.7 The volume of phone calls through Contact Islington has also continued to reduce, with 28,662 fewer calls in the first two quarters of this year compared to last year – an overall reduction of 13.9%. Calls relating to Revenues and Benefits account for 32% of the total reduction and as with the reduction of visitors to the Customer Centre, this is partly due to some residents moving from Housing Benefit, with just over 8,900 residents now claiming Universal Credit. With over 16,250 Housing Benefit claimants of working age in Islington still to be migrated over to Universal Credit, this trend is expected to continue. The reduction of Revenues and Benefits calls also reflects the positive impact of the improvements to the ability of customers to self-serve, with almost 21,000 residents choosing to use the Gov Tech forms on the Council's website, rather than call or visit.
- 6.8 There has also been a significant reduction in the number of calls to our main Contact Islington number "2000" – down by 12.8% when compared to the first two quarters of last year. We are currently reviewing the call trends in this category to better understand the opportunities to achieve further reductions in call volumes.
- 6.9 The number of online transactions in the first two quarters of this year were below target and just under 5,000 lower compared to the same period last year.
- 6.10 Whilst overall, there were 1,591 additional transactions undertaken for Street Parking within My eAccount for the first two quarters of this year, some types of parking transactions saw a decrease, e.g. an 8.7% reduction in the number of residents using My eAccount to purchase visitor vouchers. This was due to residents now being able to purchase visitor vouchers through Ringo, with the

number of vouchers purchased through Ringo soaring by 64.5%. Again, this trend is to be welcomed as it has made it easier for residents to self-serve.

6.11 There is also positive news regarding the number of online transactions for Registrars, which have increased from 3,572 in the first two quarters 2018/19 to 5,306 in 2019/20, an increase of 48.5%.

6.12 Overall, trends are going the right way with year on year reductions in calls and visits and a slow but steady growth in online numbers as our online offer gradually expands and improves.



Making sure our workforce is diverse, skilled and motivated

6.13 Key performance indicators relate to reducing staff sickness, and the proportion of agency workers, and on ensuring our workforce is representative of the community it services at all levels of the organisation. Latest data is set out below.

PI No.	Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	Q2 2019/20	On target?	Q2 last year	Better than Q2 last year?
WRC7	Average number of days lost per year through sickness absence per employee	8.6	8.3	<b>7.5</b>	<b>7.9</b>	<b>No</b>	8.8	<b>Yes</b>
WRC8	Percentage of workforce who are agency staff	11.2%	12.7%	<b>10.0%</b>	<b>12.4%</b>	<b>No</b>	11.7%	<b>No</b>
WRC9	a) Percentage of BME staff within the top 5% of earners	19.29%	20.2%	<b>20.6%</b>	<b>20.4%</b>	<b>No</b>	19.5%	<b>Yes</b>
	b) Percentage of disabled staff within the top 5% of earners	5.95%	5.81%	<b>6.5%</b>	<b>6.28%</b>	<b>No</b>	5.8%	<b>Yes</b>

Tackling sickness absence

6.14 The sickness absence measure looks at the average number of days of sickness absence per employee over the past 12 months. The average days lost through sickness per employee as of the end of Quarter 2 was 7.9 days. This represents a slight improvement on the same period last year. NB: this data shows the position at the end of September 2019. More recent data for October and November 2019 indicates further improvement. A report on staff sickness absence will be

presented to Policy and Performance Scrutiny Committee on 13 February and this will include more recent data.

6.15 The average (or 'mean) figure can be significantly affected by extremes at either end. Another way of getting a sense of the scale of sickness absence across the workforce is to look at the median – or middle – figure in the range of values. The median number of staff sickness days in Quarter 2 was 3.

6.16 Sickness absence varies across the council, both in terms of level of absence and underlying cause. The average day's sickness by department in Quarter 2 was:

- Chief Executive's – 2.8 days
- People – 5.8 days
- Environment and Regeneration – 12.2 days
- Housing – 7.4 days
- Public Health - 1.4 days
- Resources – 7.5 days

6.17 The table below shows each department and the reasons for absence:

<b>Categories for Sickness Absence</b>	Chief Exec	E&R	Housing	People	Public Health	Resources	<b>LBI Total</b>
Appointment	0.00%	0.10%	0.40%	0.02%	0.00%	0.02%	<b>0.12%</b>
Back & Neck Problems	4.22%	11.21%	7.67%	7.93%	0.00%	14.07%	<b>10.15%</b>
Chest/respiratory	26.51%	3.05%	5.10%	6.75%	17.89%	4.06%	<b>4.66%</b>
Eye/ear/nose/mouth/sinus/dental	1.20%	3.46%	3.06%	4.34%	20.00%	3.59%	<b>3.66%</b>
Genito-urinary/menstrual	3.61%	0.26%	1.97%	1.67%	4.21%	4.10%	<b>1.68%</b>
Heart/Blood pressure/Circulation	0.00%	10.84%	7.35%	1.62%	0.00%	2.01%	<b>6.18%</b>
Infections	21.69%	6.36%	12.17%	13.11%	24.74%	10.14%	<b>10.00%</b>
Neurological/Headaches/Migraines	2.41%	3.52%	3.24%	3.64%	3.16%	1.79%	<b>3.17%</b>
Other	4.82%	12.17%	11.30%	9.90%	11.05%	7.19%	<b>10.50%</b>
Other Musculo-skeletal	0.00%	18.24%	10.60%	7.95%	0.00%	7.89%	<b>12.15%</b>
Pregnancy related	0.00%	0.19%	0.80%	1.21%	6.32%	4.98%	<b>1.46%</b>
Stomach/liver/kidney/digestion	7.83%	8.02%	7.75%	9.37%	12.63%	6.49%	<b>8.03%</b>
Stress/Depression/Anxiety/Mental Health	15.66%	17.00%	21.11%	24.61%	0.00%	21.42%	<b>20.49%</b>
Surgery/Medical Procedure	12.05%	5.59%	7.48%	7.84%	0.00%	12.25%	<b>7.75%</b>

6.18 Although the council is still some way off achieving the 2019/20 target, average working days lost has reduced from 8.6 in 2017/18 so we are heading in the right direction. Monthly and quarterly sickness data is shared with Chief Officers and Heads of Service.

6.19 Human Resources (HR) continues to work with the worse performing directorates (Environment & Regeneration and Housing) to ensure that records are accurate and that the top ten (long and short term cases) are managed through our policies and processes. Quarterly data provided by the council's Occupational Health (OH) provider shows that most medical referrals fall within these two directorates, within the 55+ age bracket, and that the main reasons referrals are for musculo-skeletal and mental health related issues.

6.20 HR is working with the OH and Employee Assistance Programme (EAP) providers and line managers to implement action plans and initiatives to support these issues. A new EAP APP was launched in October and access to confidential telephone and face to face coaching through a new central

government service (Able Futures) will also be launched in November. These will provide alternative and timely routes through which staff facing mental health challenges can seek support and usage will be monitored over the next six months.

- 6.21 HR is also working with OH to potentially run 'Healthy Lifestyle' workshops and seminars aimed at an ageing workforce in the new year. Shared funding arrangements will be considered and HR will target directorates with both the highest sickness and older workforce (Environment & Regeneration and Housing).
- 6.22 It is also interesting to note that although stress related absences are high these do not always translate into a medical referral as musculo-skeletal remains the highest reason for a medical referral (35% between June to September 2019) which implies that employees may be using short term absence as a means to addressing such issues.
- 6.23 HR is reviewing the benefits of the OH Day One Absence Reporting service which would provide greater clarity and accuracy of reporting. More details of these and other initiatives as well as how individual directorates are performing will be reported to PPS on 23 January 2020.
- 6.24 It is incumbent for Departmental Management Teams to keep this issue as a priority, and the new conversation based appraisal scheme should enable managers to deal more effectively with sickness absence. HR continues to consult and work with the staff forums and trade unions on a revised, simpler, sickness absence procedure, which should also aid a further reduction in sickness absence as should an improved Grievance Procedure aimed at resolving workplace issues much quicker. These will go live in December or January.

#### Reducing agency staff

- 6.25 Over the past few years, there has been a concerted effort to reduce the number of agency staff engaged by the council. However, at times the use of a contingent workforce is essential to manage short-term increases in demands. Quarter 2 data shows that the proportion of agency staff across the council has decreased, compared to the same time last year. At the end of Quarter2, agency staff accounted for 12.4% of the overall workforce. (NB: More recent data indicates further improvement – this will be included in the Agency Update Report which will be presented to the the Committee on 26 March 2020). Average sickness days by department for Quarter 2 were as follows:
- Chief Executive's: 6.3%
  - Environment & Regeneration: 18.7%
  - Housing: 8.5%
  - People: 13.7%
  - Public Health: 0%
  - Resources: 6.7%
- 6.26 Islington delivers the majority of its services directly, whereas many other London Boroughs do not. This model relies heavily on 'manual workers' and 'trades operatives' and requires an agile workforce with the ability to increase capacity rapidly, when needed, in order to maintain service delivery. The analysis of service requirements for agency workers has led to the adoption of departmental targets for the use of agency workers, with the aim of achieving a long-term annual average target of 10%. The agency worker strategy identifies a medium term target of 11.7%, based on departmental use and the actions being taken to reduce deployment. Current progress against the medium-term target is 12.69%.

- 6.27 With the additional management information now provided by Reed, departments will be expected to scrutinise the information in their area and challenge the continued use of agency workers. We hope to reduce our agency worker numbers further through the introduction of a 'temp-to-perm' process. This will enable agency workers who perform well and are looking to build long term careers to apply to become permanent members of staff. There would be no additional agency charges providing that the agency worker has been working for the council for 13 weeks. A proposed 'temp-to-perm' policy is being developed.

#### Ensuring fair progression for BME and disabled staff

- 6.28 The Council is committed to promoting fairness and equality, not only for residents but also within our workforce. As part of our duty to promote equality, we are focusing efforts on ensuring Disabled and BME staff have equal opportunities to progress within the organisation and are proportionally represented at senior management level. Actions to help achieve this aim are included in the new Workforce Strategy and will be implemented over the coming year.
- 6.29 Data for the end of Quarter 2 indicated that BME staff accounted for 20.4% of the top 5% of earners across the Council, a slight improvement on last year. The proportion of Disabled staff in the top 5% of earners was 6.28%, an improvement on the same period last year.
- 6.30 We recently ran a staff communications campaign called "This Is Me" highlighting the varied and valuable roles undertaken by employees who have a disability and the ways they cope with their daily work. The campaign also aimed to encourage all employees to update their HR record to state whether they have a disability so that we have an accurate picture of the proportion of staff who have a disability. We are currently assessing the impact of the campaign both on staff awareness of disabilities and to see if there has been an increase in the proportion of staff who have updated their HR records to confirm whether or not they have a disability.

## **7. Implications**

### **Financial implications:**

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

### **Legal Implications:**

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

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

- 7.3 There are no environmental impact arising from monitoring performance. This report proposes two new measures that will help monitor progress towards achieving a net zero carbon Islington.

### **Resident Impact Assessment:**

- 7.4 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).

7.5 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.

## **8. Conclusion**

8.1 The Council's Corporate Plan sets out a clear set of priorities, underpinned by a set of firm commitments and actions that we will take over the next four years to work towards our vision of a Fairer Islington. The corporate performance indicators are one of a number of tools that enable us to ensure that we are making progress in delivering key priorities whilst maintaining good quality services.

### **Signed by:**

Executive Member for Finance, Performance &  
Community Safety

Date: 13 January 2020

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Chief Executive's Department  
Town Hall, London, N1 2UD

## Report of: Executive Member for Finance, Performance & Community Safety

Meeting of:	Date:	Ward(s):
Policy and Performance Scrutiny Committee	23 January 2020	All

Delete as appropriate	Exempt	Non-exempt
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## SUBJECT: Review of Performance Reporting to Scrutiny

### 1. Synopsis

- 1.1 Over recent months, the Policy and Performance Scrutiny Committee has been reviewing the Council's performance reporting arrangements to ensure they are fit for purpose to monitor and challenge delivery of key services and priorities.
- 1.2 The Review found that whilst arrangements were in place for internal and external reporting, there was scope for improvement, particularly around the quality and content of reporting to scrutiny, and the potential to engage scrutiny committees at an earlier point in shaping arrangements for performance and other key initiatives.
- 1.3 This report summarises the issues considered, and sets out recommendations for improving performance reporting and delivery assurance across the Council and the scrutiny function, and for assessing the case for investing in insight and business intelligence tools that could help us to use data better to understand and challenge performance.

### 2. Recommendations

- 2.1 To note the evidence and key findings of the review, as set out in Section 4.
- 2.2 To agree the recommendations for improving performance reporting arrangements and effectiveness as set out in Section 5.

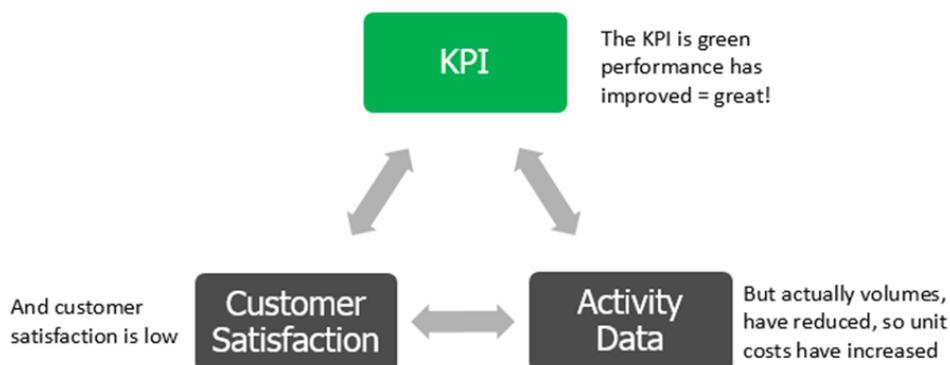
### 3. Background

- 3.1 The Policy & Performance Scrutiny Committee (PPSC) has overall responsibility for maintaining an overview of the Council's performance. The Committee is also responsible for monitoring and challenging performance for two key service / outcome areas: Safety and A Well Run Council.

- 3.2 The four thematic scrutiny committees – Children’s Services, Health & Care, Environment & Regeneration, and Housing – have responsibility for monitoring and challenging performance relating to those services and outcomes which fall within their remits.
- 3.3 A suite of corporate performance indicators has been agreed to help monitor progress in delivering key services and priorities, with targets set on an annual basis. Progress towards targets is reported to the relevant scrutiny committees on a quarterly or six-monthly basis, depending on the workload of the committee.
- 3.4 In June 2019, the Chair of the Policy and Performance Scrutiny Committee requested a review of the performance reporting arrangements to ensure their effectiveness and to identify any areas for improvement. This report sets out the key messages from this exercise and recommends best practice in terms of performance reporting to scrutiny going forward.

#### 4. Review of performance reporting

- 4.1 An initial report to the Committee on 25 July 2019 outlined the Council’s current performance reporting arrangements including:
- What councils are required to do – there are no legal requirements to set targets and monitor performance, only duties relating to statutory returns for key data sets
  - Current internal and external performance reporting arrangements
  - Process and criteria for identifying corporate performance indicators (PIs)
  - Process and guidance on setting targets for corporate PIs
- 4.2 The Committee also looked at other information that could be useful in challenging performance, including information on complaints, risks, audit reports, resident surveys and financial data. They discussed the limitations of looking at performance data in isolation, and the value of triangulating data i.e. looking at other aspects of performance and delivery to enable more effective monitoring and challenge – as illustrated below:



- 4.4 Three key questions for challenging performance and hold services to account were:
- Why is this not on target?
  - What action are you taking to get it back on track?
  - When do you expect it to be back on track?
- 4.5 A follow up report to PPS on 30 September shared examples of how other councils report performance - comparing content and ways of presenting information e.g.
- Use of RAG ratings (Red, Amber, Green)
  - Diagrams, pictures and dashboards to provide ‘at a glance’ summaries
  - Wider range of information – budget, savings, risks, complaints

- 4.6 Whilst these helped demonstrate the various options and formats for performance reporting, the Committee felt that there was a risk that presenting that too much information could obscure the key facts essential for effective challenge. It was important that performance reports focused on 'telling the story' in sufficient detail to enable Members to understand and challenge performance, making use of charts and diagrams where these would help to explain the position.
- 4.7 The Committee discussed the possibility of a separate interactive dashboard or digest of information, accessible to Members and residents, which could provide more in-depth information on priorities, performance, financial information and risk to enable effective scrutiny and challenge.
- 4.8 They also looked at opportunities for committees to develop more in-depth understanding of key issues within their remit which would help them performance their role including:
- Engagement in agreeing performance indicators and targets, ensuring that the measures supported scrutiny of key priorities for the committees
  - Engagement in pre-decision scrutiny - early involvement in forthcoming decisions or policy changes, acting as a sounding board and representing the voice of communities in advance of any formal decision-making
  - Meeting with Executive Members and Corporate Directors to review the forward programme of work, and identify any issues or challenges that could benefit from an in-depth scrutiny
  - Applying the approach taken for the Universal Credit Scrutiny to other areas of work – hearing from partners, staff and residents, getting out into the community, and visiting services to see how things worked first hand proved effective in understanding the issues and developing solid recommendations

## **5. Recommendations for improved performance reporting**

- 5.1 Based on feedback from the Committee, and on internal officer level discussions which have been taking place to ensure better 'grip and pace' in monitoring and driving delivery of corporate priorities, the following approach is recommended:

### **a) Improving performance reporting and delivery assurance across the Council**

- 5.2 Corporate performance processes and reporting have been reviewed to ensure effective oversight of performance and delivery at senior management level, ensuring sufficient opportunity to identify and address key risks and issues. Shorter, more concise performance reports focusing on Exception Reporting have been trialled at Corporate Management Board and Joint Board and have been welcomed. A similar root and branch review of the Council's Portfolio Management Office function and the arrangements for project and programme management across the Council is underway and new arrangements will be in place shortly.
- 5.3 Key features of the revised arrangements across the Council are:
- Quarterly performance reports to Departmental Management Teams, including sign off of detailed performance reports to scrutiny
  - Short, concise quarterly updates to Corporate Management Board and Joint Board – highlighting areas of risk or strong performance, with more detailed insight on two or three specific issues that would benefit from senior level discussion
  - A refreshed role for the Delivery Executive (a senior level Member / Officer forum) to monitor and drive progress in delivering key priorities, programmes and savings

- Political Leadership Meetings between each Executive Member and relevant senior officers – these have been introduced across all portfolio areas and are now up and running. They provide the opportunity to look ahead at key priorities and issues
- Robust arrangements for ensuring effective development, delivery and reporting of key projects and programme across the council – with clear processes, documentation and governance. The current arrangements are being reviewed and strengthened to ensure corporate oversight of large transformation and change programmes, whilst ensuring a consistent approach to project and change management across all directorates

**b) Enhancing the effectiveness of the scrutiny function in relation to performance reporting and delivery assurance**

5.4 The review of scrutiny found that, in general, the current approach and format is working well but that there are a number of gaps and areas for improvement. However, given the current financial climate, any changes need to be manageable within the current officer resource, avoiding the need for complex systems and reports requiring additional resource.

5.5 Taking these factors into account, we propose the following best practice guidance is agreed and adopted to support scrutiny committees provide effective monitoring and challenge of performance:

Better engagement with scrutiny in shaping performance monitoring

- Scrutiny Chairs should be engaged in the process of agreeing corporate performance indicators and setting targets
- Meetings between Scrutiny Chairs and Executive Members, Corporate Directors / senior officers to identify upcoming major projects, initiatives or decisions that could benefit from feedback from scrutiny, or tricky issues that could be the topic for an in-depth scrutiny
- Deep-dives into specific issues (similar to the Universal Credit Scrutiny) as an alternative means of identifying performance and other issues and areas for improvement

Informative performance reports enabling effective challenge

Quarterly performance reports to scrutiny should adhere to the following core standards:

- Written in Plain English, avoiding the use of jargon and acronyms
- Clear and detailed narrative - telling the story rather than solely commenting on data
- Information on latest performance against target should be broken up into tables for each outcome area followed by commentary on that area, rather than a single table of all PIs followed by a single block of commentary (see Quarter 2 report to PPS as an example)
- Triangulation of information – using different sources of data to provide better insight into performance (KPI, customer satisfaction / experience, activity to deliver)
- Use of charts and graphs to show data and trends where this adds value - but in a format that does not rely on use of colour but can be printed in black and white
- Benchmarking data where possible
- Resident and user surveys, customer feedback etc
- Where targets not being met - commentary to explain the underlying issues and what is being done to address these
- When setting targets - provide details on targets as well as performance over the past few years to help challenge target setting

A template report will be developed to ensure consistency in performance reporting to each scrutiny committee

### Effective Officer engagement and support

- Performance reports should be 'owned' and signed off by relevant senior officers
- Key officers are in attendance at Committee meetings to support the Executive Member presenting the report and to respond to issues and questions
- Officers should provide prompt and comprehensive responses to requests / actions raised by the Committee

### **c) Assessing the business case for investing in insight and business intelligence tools and data science**

We are also exploring the potential for a new Business Intelligence (BI) tool that could help analyse and present data in a more engaging way – subject to cost and added value. If this goes ahead, it could enable interactive data to be accessible to Members and the public. Next steps are as follows:

- Initial discussion with Public Health, the Council's lead on Using Data Better scheduled
- A review of activity to date
- An officer group to explore the business case, options, benefits and cost of investing in a business tool to enable a science led approach to data analysis
- Initial report and recommendations by Summer 2020

## **6. Implications**

### **Financial implications:**

- 6.1 There are no financial implications resulting from this report. The cost of monitoring and reporting on performance is met within each service's core budget.

### **Legal Implications:**

- 6.2 There are no legal duties upon local authorities relating to performance reporting.

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

- 6.3 There are no environmental impact arising from this report.

### **Resident Impact Assessment:**

- 6.4 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.
- 6.5 There are no impacts on residents resulting from this report. However, routine performance reporting will help the Council to identify and address specific issues and could inform areas for further scrutiny through the Council's scrutiny function.

### **Signed by:**

Executive Member for Finance, Performance &  
Community Safety

Date: 13 January 2020

Report Author: Annette Hobart  
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**Report of: Assistant Director (Service Finance)**

<b>Meeting of:</b>	<b>Date</b>	<b>Ward(s)</b>
Policy and Performance Scrutiny Committee	23 January 2020	All

<b>Delete as appropriate</b>	<b>Exempt</b>	<b>Non-exempt</b>

## **SUBJECT: Budget Monitoring 2019/20 – Month 8**

<b>1.</b>	<b>Synopsis</b>
1.1	The Resources Directorate produces regular reports on the council’s current financial position to allow the Executive to fulfil its responsibility to monitor the budget and make decisions relating to budget revisions and the allocation of contingency funding.
1.2	The budget monitoring position is reported monthly to Executive from Month 4 (31 July) to Month 12 (31 March), with the exception on Month 7 due to there being no Executive meeting in December.
1.3	The Policy and Performance Scrutiny Committee’s Terms of Reference also include the responsibility to consider matters relating to the financial position of the Council and the Budget Monitoring reports are therefore also submitted to the Policy and Performance Scrutiny Committee.
<b>2.</b>	<b>Recommendations</b>
2.1	To consider and note the enclosed Budget Monitoring report which was considered by the Executive on 16 January 2020.

<b>3.</b>	<b>Background</b>
3.1	The council is required by law to conduct its business efficiently and to ensure that it has sound financial management policies in place that are strictly adhered to. Reviewing the budget from time to time during the year and taking any such actions as is deemed necessary is the responsibility of the Executive. The monitoring of the budget by the Policy and Performance Scrutiny Committee provides an additional level of assurance.
<b>4.</b>	<b>Implications</b>
4.1	The implications are detailed in the enclosed report.
<b>5.</b>	<b>Reason for recommendations</b>
5.1	To enable the Policy and Performance Scrutiny Committee to fulfil its obligation to consider matters relating to the financial position of the council.

### Appendices

- Report to the Executive: Budget Monitoring 2019/20 – Month 8 and associated appendices.

Final report clearance:

<b>Signed by:</b>		
	Assistant Director (Service Finance) (Interim Section 151 Officer)	Date

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

Meeting of	Date	Ward(s)
Executive	16 January 2020	All

Delete as appropriate	Exempt	Non-exempt
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## **BUDGET MONITORING 2019/20 MONTH 8**

### **1. SYNOPSIS**

- 1.1 This report presents the forecast outturn position for 2019/20 as at 30 November 2019. Overall, there is a forecast General Fund underspend of (-£2.572m) compared to a forecast underspend of (-£0.634m) in the previous reported position. This (-£1.938m) change in forecast is due to the following:
- (-£2.707m) agreed allocation from the corporate contingency budget to resolve the structural budget pressures in the Environment and Regeneration directorate;
  - (+£0.910m) unallocated cross-cutting savings that are now considered undeliverable in the current financial year; and
  - (-£0.141m) other small net movements across the Council's budget.
- 1.2 The Housing Revenue Account (HRA) is forecast to break-even over the year.
- 1.3 It is forecast that £142.591m of capital expenditure will be delivered in 2019/20 against the existing 2019/20 capital budget of £154.595m.
- 1.4 The latest delivery tracker ('RAG' rating) of agreed 2019/20 savings shows that of the £13.775m savings programme in 2019/20, £12.865m (93%) is either on track to be delivered or has been replaced with deliverable alternatives (including one-off funding) in the current financial year. However, there are significant risks around the ongoing delivery of some of the 2019/20 savings in future financial years. A risk-based review of the savings programme is currently underway and will feed into future budget monitoring reports.

## 2. **RECOMMENDATIONS**

- 2.1. To note the forecast revenue outturn for the General Fund (**Table 1**) of an overall underspend of (-£2.572m) compared to a forecast underspend of (-£0.634m) in the previous reported position. (**Section 3**)
- 2.2. To note that management action is required over the course of the financial year to bring forecast overspends back to within agreed cash limited budgets where possible. (**Paragraph 3.2**)
- 2.3. To note the breakdown of the forecast General Fund outturn by individual variance at **Appendix 1** and by service area at **Appendix 2**.
- 2.4. To note the schedule of additional budget risks that are not included in the current forecasts. (**Paragraph 3.3** and **Appendix 3**)
- 2.5. To note the latest position on the delivery of agreed 2019/20 savings and the earmarked corporate transformation reserve, and a risk-based review of the savings programme is currently underway. (**Paragraphs 5.2-5.4** and **Table 3**)
- 2.6. To note that the HRA forecast is a net break-even position. (**Table 1** and **Appendix 2**)
- 2.7. To note the latest capital position and key capital variances with forecast capital expenditure of £142.591m in 2019/20 against the existing 2019/20 capital budget of £154.595m. (**Section 7, Table 4, and Appendix 4**)

## 3. **REVENUE POSITION: SUMMARY**

- 3.1. A summary position of the General Fund and HRA is shown in **Table 1**, a breakdown by individual General Fund variance in **Appendix 1** and a breakdown by General Fund and HRA service area in **Appendix 2**.

**Table 1: 2019/20 General Fund and HRA Forecast Over/(Under)Spend**

	Month 8 £m	Month 6 £m	Change £m
<b>GENERAL FUND</b>			
Chief Executive's Directorate	0.004	0.064	(0.060)
Environment and Regeneration	(0.084)	2.749	(2.833)
Housing	0	0	0
People	(1.127)	(1.145)	0.018
Public Health	0	0	0
Resources Directorate	(0.011)	(0.026)	0.015
<b>DIRECTORATE TOTAL</b>	<b>(1.218)</b>	<b>1.642</b>	<b>(2.860)</b>
Corporate Items	(1.354)	(2.276)	0.922
<b>GROSS OVER/(UNDER) SPEND</b>	<b>(2.572)</b>	<b>(0.634)</b>	<b>(1.938)</b>
<b>HOUSING REVENUE ACCOUNT</b>			
<b>NET (SURPLUS)/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 3.2. All services have agreed cash limited budget allocations and therefore take responsibility for delivering a balanced budget unless a detailed business case is developed and approved for an allocation from the corporate contingency budget. Management action is therefore

required over the course of the financial year to bring forecast overspends back to within agreed cash limited budgets where possible.

- 3.3. A schedule of additional budget risks that are not included in the current forecasts is provided at **Appendix 3**.

#### **4. GENERAL FUND**

##### **Chief Executive's Directorate (+£0.004m)**

- 4.1. The Chief Executive's directorate is forecasting a (+£0.004m) overspend, a decrease of (-£0.060m) since the previous reported position, with the key variances and changes summarised in **Appendix 1**.

##### **Environment and Regeneration (-£0.084m)**

- 4.2. The Environment and Regeneration directorate is forecasting a (-£0.084m) underspend compared to a previous reported (+£2.749m) overspend. The key variances and changes behind this position are set out in **Appendix 1**. The main reason for this (-£2.833m) change in forecast is the agreed allocation of £2.707m from the corporate contingency budget to resolve the structural budget pressures in the directorate.

##### **Housing (Break-Even, unchanged since previous reported position)**

- 4.3. The Housing General Fund is forecast to break-even, after the use of (-£0.300m) one-off grant funding carried forward from prior years in earmarked reserves. This position is summarised in **Appendix 1**.

##### **People (-£1.127m)**

- 4.4. The new People directorate (comprising Children's, Employment and Skills and Adult Social Services) is forecasting a (-£1.127m) underspend, a decrease of (-£0.018m) since the previous reported position. The key variances and changes are set out in **Appendix 1**.

##### ***Children's, Employment and Skills - General Fund (-£0.377m), Schools (-£3.731m)***

- 4.5. Children's, Employment and Skills is forecasting a (-£0.377m) underspend, a decrease of (+£0.018m) since the previous reported position.

- 4.6. The Dedicated Schools Grant (DSG) is forecasting an underspend of (-£3.731m or -2.1%), an increase of (-£0.315m) since the previous reported position. Most of this (-£3.292m) relates to prior year contingency balances being managed on behalf of Schools Forum to either manage cost pressures in relation to high needs and provision for 2 year olds, or because of volatility in the implementation of a national funding formula for 3 and 4 year olds. In addition, there is the (-£0.321m) balance of a one-off cash payment from the DfE that will not be spent by schools until 2020/21. This is offset by forecast DSG cost pressures relating to early years Special Educational Needs and Disabilities (SEND) following an increase in applications in the summer and autumn terms. Underspends and overspends against the DSG are managed through Schools Forum.

##### ***Adult Social Services (-£0.750m)***

- 4.7. Adult Social Services is forecasting a (-£0.750m) underspend, unchanged since the previous reported position.

- 4.8. This position includes the use of one-off resources totalling (-£3.505m), including Social Care Grant, Improved Better Care Fund (Stabilising the Social Care System), Winter

Pressures Funding, Direct Payments Surplus and (-£0.868m) funding carried forward from 2018/19 in earmarked reserves.

**Public Health (Break-Even, unchanged since previous reported position)**

4.9. Public Health is funded via a ring-fenced grant and forecast to break-even with no material variances from budget.

**Resources Directorate (-£0.011m)**

4.10. The Resources directorate is forecasting a (-£0.011m) underspend, a decrease of (+£0.015m) since the previous reported position, with the key variances and changes detailed in **Appendix 1**. This includes the provisional use of one-off funding carried from 2018/19 in earmarked reserves (-£0.515m).

**Corporate Items (-£1.354m)**

4.11. The forecast for corporate items is a (-£1.354m) underspend, a decrease of (+£0.922m) since the previous reported position, with key variances and changes set out in **Appendix 1**. The main reason for this change in forecast is the unallocated cross-cutting savings in **Table 2** below, totalling (+£0.910), that are now considered undeliverable in the current financial year.

**Table 2: 2019/20 Cross-Cutting Savings**

<b>Cross-Cutting Saving</b>	<b>Original Target £m</b>	<b>Allocated £m</b>	<b>Unallocated £m</b>
Redesigning our customer service offer across the council, bringing together transactional services to provide a better service for residents	0.280	0.280	0.000
Savings resulting from a review of management spans and tiers and improved administrative processes across the council	0.550	0.050	0.500
Savings resulting from a corporate review of contracting and procurement arrangements, helping to get a better deal for the council and apply a category-management approach	0.550	0.140	0.410
<b>Total</b>	<b>1.380</b>	<b>0.470</b>	<b>0.910</b>

4.12. This position is before taking into account the corporate contingency budget. The agreed allocation of £2.707m to resolve structural budget issues in the Environment and Regeneration directorate has reduced the 2019/20 corporate contingency budget from £5.080m to £2.373m. Any remaining balance of the 2019/20 contingency budget at the end of the financial year will be carried forward to future years, providing much needed financial resilience over the medium term.

**5. SAVINGS DELIVERY**

5.1. All savings projects are owned by nominated service leads and monitored monthly by Departmental Management Teams. All projects are also reviewed monthly by the Corporate Programme Management Office to ensure they are on track, that any savings associated are deliverable and that emerging risks and issues are identified. Services are then supported corporately with any remedial action necessary to get projects back on

track, or establish where savings may no longer be deliverable and replacements are needed.

- 5.2. The latest delivery tracker ('RAG' rating) of agreed 2019/20 savings shows that, of the £13.775m savings programme in 2019/20, £12.865m (93%) is either on track to be delivered or has been replaced with deliverable alternatives (including one-off funding) in the current financial year. Only £0.910m is flagged as at risk of non-delivery in the current financial year, this relating to the unallocated cross-cutting savings in **Table 2** above.
- 5.3. However, there are significant risks around the ongoing delivery of some of the 2019/20 savings in future financial years. A risk-based review of the savings programme is currently underway and will feed into future budget monitoring reports.
- 5.4. To enable the delivery of agreed savings, there is a corporate transformation reserve to provide required investment funding over the medium term. **Table 3** below summarises the latest position on this reserve.

**Table 3: Corporate Transformation Reserve**

	<b>£m</b>
Balance as at 31 March 2019	10.448
Budgeted 2019/20 transfer to reserve	5.000
2019/20 allocations	(3.119)
<b>Balance as at Month 8</b>	<b>12.329</b>

## **6. HOUSING REVENUE ACCOUNT**

- 6.1. The forecast variance on the Housing Revenue Account, before transfers to HRA balances, is a net underspend of (-£0.585m) as summarised in **Appendix 2**. This relates to additional rents and other income that is partially offset by making additional provision for depreciation (via the Major Repairs Reserve) and bad debts. As this is a ring-fenced account, any underspends go into HRA balances to be used in future years, resulting in a net break-even position.

## **7. CAPITAL PROGRAMME**

- 7.1. It is forecast that £142.591m of capital expenditure will be delivered in 2019/20 against the revised 2019/20 capital budget of £154.595m. This is set out by directorate in **Table 4** below and detailed in **Appendix 4**, which includes the existing provisional capital programme for 2020/21 and 2021/22 (before revision of the future year programme as part of 2020/21 budget setting).

**Table 4: 2019/20 Capital Programme Month 8 Forecast**

<b>Directorate</b>	<b>2019/20 Budget £m</b>	<b>2019/20 Spend To Date £m</b>	<b>2019/20 Forecast Outturn £m</b>	<b>Forecast Variance £m</b>
Environment and Regeneration	23.275	8.775	22.641	(0.634)
Housing	113.262	55.869	101.892	(11.370)
People	13.374	7.939	13.374	0.000

<b>Directorate</b>	<b>2019/20 Budget £m</b>	<b>2019/20 Spend To Date £m</b>	<b>2019/20 Forecast Outturn £m</b>	<b>Forecast Variance £m</b>
Resources	4.684	1.429	4.684	0.000
<b>Total</b>	<b>154.595</b>	<b>74.012</b>	<b>142.591</b>	<b>(12.004)</b>

- 7.2. As at the end of month 8, £74.012m of capital expenditure had been spent against the existing 2019/20 capital budget of £154.595m.
- 7.3. The forecast Housing capital variance (-11.370m) comprises:
- (-£11.741m) previously reported re-profiling on the new build programme to future financial years that will be taken into account as part of 2020/21 budget setting;
  - (-£6.065m) underspend on the original General Fund temporary accommodation acquisitions budget, reflecting that these properties are now being purchased under the Housing Revenue Account capital budget; and
  - (+£6.436m) increased expenditure on the major works and improvements programme compared due to a combination of planned cyclical expenditure in 2020/21 now forecast to be incurred sooner and the cost of additional fire safety works not anticipated at 2019/20 budget setting.
- 7.4. The Environment and Regeneration capital budget has increased by £0.581m due to new grant funded budgets for Crossrail (£0.035m) and the Good Growth Fund (GLA grant £0.361m, Section 106 contributions £0.185m). The forecast variance (-£0.634m) comprises underspends of (-£0.405m) on the Energy Saving Council Buildings projects and (-£0.229m) on Section 106 funded Greenspace budgets.

## **8. IMPLICATIONS**

### **Financial Implications**

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

### **Legal Implications**

- 8.2. The law requires that the Council must plan to balance its spending plans against resources to avoid a deficit occurring in any year. Members need to be reasonably satisfied that expenditure is being contained within budget and that the savings for the financial year will be achieved, to ensure that income and expenditure balance (section 28 Local Government Act 2003; the Council's Financial Regulations 3.7 to 3.10 (Revenue Monitoring and Control).

### **Environmental Implications**

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

### **Resident Impact Assessment**

- 8.4. 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.

8.5. A resident impact assessment (RIA) was carried out for the 2019/20 Budget Report approved by Full Council. This report notes the financial performance to date but does not have direct policy implications, so a separate RIA is not required for this report.

**Appendices:**

Appendix 1 – General Fund Revenue Monitoring by Individual Variance

Appendix 2 – Revenue Monitoring by Service Area

Appendix 3 – Additional General Fund Budget Risks

Appendix 4 – Capital Monitoring 2019/20 to 2021/22

**Background papers:** None

Final report clearance:

<b>Signed by:</b>		8 January 2019
	Executive Member for Finance, Performance and Community Safety	Date

**Responsible Officer:**

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**Appendix 1: 2019/20 General Fund Revenue Monitoring by Individual Variance - Month 8**

Directorate / Service Area	Sub-Heading	Description of Over/(Under) Spend	Forecast Over/(Under) Spend Month 8	Forecast Over/(Under) Spend Month 6	Month to Month Change	% of Directorate Net Budget Over/(Under) Spent
			£m	£m	£m	%
<b>CHIEF EXECUTIVE'S DIRECTORATE</b>						
Chief Executive's Office	Chief Executive's Office	Overspend on consultancy costs	0.156	0.170	(0.014)	13.6%
Chief Executive's Office	Chief Executive's Office	Underspend on salaries	(0.088)	(0.076)	(0.012)	(7.6%)
Chief Executive's Office	Chief Executive's Office	Underspend on running costs	(0.004)	0.000	(0.004)	(0.3%)
Communications and Change	Communications and Change	Underspend on running costs	(0.060)	(0.030)	(0.030)	(5.2%)
<b>Total Chief Executive's Directorate</b>			<b>0.004</b>	<b>0.064</b>	<b>(0.060)</b>	<b>0.3%</b>
<b>ENVIRONMENT AND REGENERATION</b>						
Planning and Development	Development Control	Lower levels of development control income due to lower levels of economic activity	0.065	0.174	(0.109)	0.4%
Planning and Development	Building Control	Lower levels of building control income due to lower levels of economic activity	0.172	0.188	(0.016)	1.1%
Planning and Development	Building Control	Net overspend on employee costs	0.014	0.080	(0.066)	0.1%
Planning and Development	Development Control	Overspend forecast on consultant costs	0.065	0.065	0.000	0.4%
Public Protection	Development Control	Overspend forecast on advertising and printing costs	0.042	0.042	0.000	0.3%
Public Protection	Local Land Charges	Decline in Local Land Charges income	0.163	0.163	0.000	1.0%
Public Protection	Various	Redundancy and pension strain costs	0.212	0.182	0.030	1.4%
Public Protection	Various	Overspend on running costs across the division	0.052	0.000	0.052	0.3%
Public Realm	Greenspace & Leisure	Income pressures within parks events	0.380	0.372	0.008	2.4%
Public Realm	Greenspace & Leisure	Additional supervision costs as a result of barbecues	0.050	0.050	0.000	0.3%
Public Realm	Highways and Energy Services	Lower level of income from the advertising concession contract	0.225	0.200	0.025	1.4%
Public Realm	Highways and Energy Services	Income pressure as a result of income generated being accounted for elsewhere	0.200	0.200	0.000	1.3%
Public Realm	Highways and Energy Services	Unachievable street lighting Wi-Fi concession income	0.165	0.165	0.000	1.1%
Public Realm	Highways and Energy Services	Cost of digitalisation of maps	0.039	0.000	0.039	0.2%
Public Realm	Highways and Energy Services	Minor net revisions across the division	0.005	0.000	0.005	0.0%
Public Realm	Street Environmental Services	Additional staff costs due to higher levels of sickness and the levels of cover required for this operating model	0.628	0.693	(0.065)	4.0%
Public Realm	Street Environmental Services	Additional staff costs due to changes in refuse collection service	0.500	0.500	0.000	3.2%
Public Realm	Street Environmental Services	Shortfall in Commercial Waste income	0.500	0.500	0.000	3.2%
Public Realm	Street Environmental Services	Delays in fleet replacement due to ULEZ considerations	0.400	0.400	0.000	2.6%
Public Realm	Street Environmental Services	Driver grade uplift to reflect additional supervision duties due to Operator ('O') licence requirements	0.120	0.120	0.000	0.8%
Public Realm	Street Environmental Services	ULEZ on non compliant council vehicles	0.150	0.150	0.000	1.0%
Public Realm	Street Environmental Services	Anticipated fuel savings offset by higher pump prices	0.100	0.100	0.000	0.6%
Public Realm	Street Environmental Services	Shortfall in bulky waste income	0.080	0.080	0.000	0.5%
Public Realm	Street Environmental Services	One-off abortive costs associated with service re-design	0.022	0.022	0.000	0.1%
Planning and Development	Various	Minor underspends across the division	(0.006)	0.000	(0.006)	(0.0%)
Public Protection	Various	Higher levels of income achieved across enforcement, pest and animal services	(0.183)	(0.283)	0.100	(1.2%)
Public Protection	Various	Net employee costs across the division	(0.356)	(0.277)	(0.079)	(2.3%)
Public Protection	Various	Underspends on running expenses budgets throughout the division	0.000	(0.017)	0.017	0.0%
Public Realm	Greenspace and Leisure	Salary underspends due to vacancies	(0.162)	(0.201)	0.039	(1.0%)
Public Realm	Greenspace and Leisure	Additional income on sports related activities	(0.144)	(0.119)	(0.025)	(0.9%)
Public Realm	Greenspace and Leisure	Improved forecast on external income within the Tree Service	(0.048)	(0.048)	0.000	(0.3%)
Public Realm	Greenspace and Leisure	Net underspend throughout the division	(0.045)	(0.040)	(0.005)	(0.3%)
Public Realm	Fleet and Depots	Forecast underspend due to spend controls	0.000	(0.033)	0.033	0.0%
Public Realm	Highways and Energy Services	Higher levels of highways related income	(0.470)	(0.603)	0.133	(3.0%)
Public Realm	Highways and Energy Services	Additional income within the Energy Service	0.000	(0.076)	0.076	0.0%
Public Realm	Highways and Energy Services	Underspend in salaries due to vacancies and delays in recruitment	(0.137)	0.000	(0.137)	(0.9%)
Public Realm	Parking and Traffic Services	Underspend on running cost budgets and salary budget	(0.175)	0.000	(0.175)	(1.1%)
All	Various	Agreed allocation from the corporate contingency allocation to correct structural budget pressures	(2.707)	0.000	(2.707)	(17.3%)
<b>Total Environment and Regeneration</b>			<b>(0.084)</b>	<b>2.749</b>	<b>(2.833)</b>	<b>(0.5%)</b>
<b>HOUSING</b>						
Temporary Accommodation	Pressure	Temporary Accommodation (Nightly Booked/PSL)	0.045	0.258	(0.213)	0.5%
Temporary Accommodation	Pressure	Islington Lettings	0.148	0.184	(0.036)	1.7%
Temporary Accommodation	Pressure	Bad Debt	0.058	0.058	0.000	0.7%
Temporary Accommodation	Underspend	Staffing/Other	(0.022)	(0.034)	0.012	(0.3%)
Housing Needs	Pressure	Legal Costs	0.264	0.224	0.040	3.0%
Housing Needs	Pressure	SHPS	0.126	0.214	(0.088)	1.4%
Housing Needs	Underspend	Staffing/Other	(0.217)	(0.072)	(0.145)	(2.5%)
Housing Strategy and Development	Underspend	Reassessment of Planning Enabling Role	(0.066)	(0.066)	0.000	(0.8%)
Housing Administration	Underspend	Staffing/Other	(0.036)	(0.031)	(0.005)	(0.4%)
Homelessness	One-off Income	Use of carried forward prior year grants in earmarked reserves.	(0.300)	(0.735)	0.435	(3.4%)
<b>Total Housing</b>			<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.0%</b>
<b>PEOPLE</b>						
Youth and Communities	Crime and Youth Offending	Reduced numbers on remand has continued from last year, indicating that a significant underspend could occur again this year. However, this is a demand led budget, and a small increase in activity can have a large impact on the budget, therefore only a very cautious estimate of the potential underspend is being reported at this stage	(0.100)	(0.050)	(0.050)	(0.1%)
Youth and Communities	Crime and Youth Offending	In addition to the above variance, the one-off contingency budget for remand is unlikely to be required in 2019/20	(0.300)	(0.300)	0.000	(0.3%)
Youth and Communities	All	Staff vacancies in Youth and Communities	(0.037)	(0.030)	(0.007)	(0.0%)
Youth and Communities	Play and Youth	Essential building maintenance costs across the youth and play estate	0.020	0.020	0.000	0.0%
Safeguarding and Family Support	Children in Need	Staff vacancies in the Children in Need provider service	(0.067)	(0.095)	0.028	(0.1%)
Safeguarding and Family Support	Children in Need	Direct payments - increased recovery of unused funds	(0.050)	(0.050)	0.000	(0.1%)
Safeguarding and Family Support	Children in Need	Increase in demand for short breaks	0.085	0.000	0.085	0.1%
Safeguarding and Family Support	Children in Need	Increase in demand for crisis intervention packages	0.047	0.000	0.047	0.1%
Safeguarding and Family Support	Children in Need	Emergency Duty Team - increasing number of Approved Mental Health Professional Assessments in line with demand (now offset by internal income)	0.000	0.045	(0.045)	0.0%
Safeguarding and Family Support	Children Looked After	Contact Service - increased levels of court directed Children Looked After contact services	0.006	0.006	0.000	0.0%
Safeguarding and Family Support	Children Looked After	Interagency pressure from purchasing more placements than we have sold	0.048	0.000	0.048	0.1%
Safeguarding and Family Support	Placements	Supported Accommodation - impact of delay to new pathway coupled with an upward movement in 16+ activity. There was an increase in the 16+ cohort during 2018/19 that if sustained will lead to an overspend against this budget.	0.416	0.416	0.000	0.5%
Safeguarding and Family Support	Placements	Increase in particularly complex children being placed in joint funded specialist provision	0.521	0.521	0.000	0.6%
Safeguarding and Family Support	Placements	Residential (regulated) - recent increase in demand for high cost residential placements	0.277	0.277	0.000	0.3%
Safeguarding and Family Support	Placements	Reduced activity in the fostering service in relation to both in-house foster carers and Independent Fostering Agencies	(0.273)	(0.273)	0.000	(0.3%)
Safeguarding and Family Support	Placements	Underspend against In-house permanency budgets	(0.112)	(0.112)	0.000	(0.1%)
Safeguarding and Family Support	Placements	Drawdown of placements contingency budget	(0.500)	(0.500)	0.000	(0.6%)
Safeguarding and Family Support	Social Work Teams	In-year underspend against the Children's Social Care transformation programme	(0.317)	0.000	(0.317)	(0.4%)
Safeguarding and Family Support	Social Work Teams	Re-profiling of spend on the Children's Social Care transformation programme in line with the updated investment plan in social work teams	0.317	0.000	0.317	0.4%
Learning and Schools	Pupil Services	Legal costs in relation to SEND appeals	0.095	0.000	0.095	0.1%
Learning and Schools	School Support Services	Staff vacancies and one-off income in School Support Services	(0.115)	0.000	(0.115)	(0.1%)
Learning and Schools	Early Years	Staff vacancies	(0.100)	(0.050)	(0.050)	(0.1%)

**Appendix 1: 2019/20 General Fund Revenue Monitoring by Individual Variance - Month 8**

Learning and Schools	Early Years	Forecast underspend against the holiday hunger budget now the programme is complete for 2019/20 as the Easter holidays fall in the next financial year	(0.109)	(0.109)	0.000	(0.1%)
Learning and Schools	SEN Transport	Forecast balance against the one-off SEN transport contingency budget	(0.100)	(0.100)	0.000	(0.1%)
Learning and Schools	School Uniform Grant	Increase in demand from eligible pupils for the Council's school uniform grant.	0.018	0.018	0.000	0.0%
Learning and Schools	Universal Free School Meals	The reduction in the number of children not eligible for statutory free school meals is expected to be maintained in 2019/20	(0.100)	(0.050)	(0.050)	(0.1%)
Partnerships and Service Support	Laycock Professional Development Centre	Loss of income following the overrun of works to address subsidence	0.029	0.045	(0.016)	0.0%
Partnerships and Service Support	Service Support	Forecast staffing underspend against the directorate management budget	0.000	(0.050)	0.050	0.0%
Partnerships and Service Support	Cardfields	Reduction in schools funding, repayment of corporately funded capital works, forecast shortfall in income and urgent maintenance costs	0.050	0.034	0.016	0.1%
Employment, Skills and Culture	Arts Service	Staffing pressure offset by rental income from Dingley Place	(0.008)	(0.008)	0.000	(0.0%)
Health Commissioning	Health Commissioning	Underspend against running costs	(0.018)	0.000	(0.018)	(0.0%)
<b>Total Children's, Employment and Skills</b>			<b>(0.377)</b>	<b>(0.395)</b>	<b>0.018</b>	<b>(0.4%)</b>
Adult Social Care	Underspend	Contract negotiations	(0.750)	(0.750)	0.000	(1.1%)
Adult Social Care	Adult Social Care	Legal costs	0.080	0.000	0.080	0.1%
Integrated Community Services	Re-profiled Savings	Assistive technology	0.280	0.280	0.000	0.4%
Integrated Community Services	Underspend	Safeguarding	(0.048)	0.000	(0.048)	(0.1%)
Integrated Community Services	Pressure	In-house Physical Disabilities	0.020	0.000	0.020	0.0%
Integrated Community Services	Pressure	Memory and Cognition and Physical Disabilities Support Placements	0.533	0.665	(0.132)	0.8%
Integrated Community Services	Pressure	Mental Health Placements	0.613	0.556	0.057	0.9%
Integrated Community Services	Underspend	Substance Misuse Placements	0.000	(0.150)	0.150	0.0%
Integrated Community Services	Underspend	Improved assessment of client contributions	(0.500)	(0.500)	0.000	(0.7%)
Integrated Community Services	Underspend	Staffing Vacancies	(0.372)	(0.180)	(0.192)	(0.5%)
Integrated Community Services	Reablement	Reablement overspend	0.280	0.280	0.000	0.4%
Integrated Community Services	Pressure	S117 reimbursement costs	0.105	0.105	0.000	0.2%
Integrated Community Services	Demographic funding	Application of demographic funding	(1.000)	(1.000)	0.000	(1.4%)
Integrated Community Services	Undelivered Savings	Adult Social Care case reviews	0.710	0.710	0.000	1.0%
Learning Disabilities	Pressure	Placements overspend (net of management action)	1.036	0.990	0.046	1.5%
Strategy and Commissioning	Re-profiled Savings	Adult Social Care transformation	1.500	1.500	0.000	2.2%
Strategy and Commissioning	Re-profiled Savings	Previous MTFs savings	0.233	0.268	(0.035)	0.3%
Strategy and Commissioning	Re-profiled Savings	Advocacy	0.035	0.035	0.000	0.1%
Strategy and Commissioning	Re-profiled Savings	Age UK	0.035	0.035	0.000	0.1%
Strategy and Commissioning	Underspend	Underspend in intermediate care	(0.087)	(0.098)	0.011	(0.1%)
Strategy and Commissioning	Pressure	Integrated Community Equipment Services (ICES)	0.052	0.000	0.052	0.1%
Adult Social Care	One-off Income	Social Care Grant, Improved Better Care Fund (Stabilising the Social Care System), Winter Pressures Funding, Direct Payments Surplus and 2018/19 Carry Forward in earmarked reserves	(3.505)	(3.496)	(0.009)	(5.1%)
<b>Total Adult Social Services</b>			<b>(0.750)</b>	<b>(0.750)</b>	<b>0.000</b>	<b>(1.1%)</b>
<b>Total People</b>			<b>(1.127)</b>	<b>(1.145)</b>	<b>0.018</b>	<b>(0.7%)</b>
<b>PUBLIC HEALTH</b>						
No material variances.			0.000	0.000	0.000	
<b>Total Public Health</b>			<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
<b>RESOURCES DIRECTORATE</b>						
Accommodation and Facilities	Business Rates	Reduction in costs relating to rationalisation of buildings	(0.378)	(0.379)	0.001	(0.9%)
Accommodation and Facilities	Commercial Property	Commercial income has been budgeted to rise significantly. However, practical issues have meant that the development project at Old Street has taken longer than anticipated and a delay in achieving full income growth.	1.113	1.107	0.006	2.7%
Financial Management	Corporate Audit Fee	Re-negotiation of contract with a new supplier	(0.064)	(0.064)	0.000	(0.2%)
All	Vacancy Management	Vacancy management and reduced running costs across the directorate	(0.167)	(0.240)	0.073	(0.4%)
All	One-off Income	Use of 2018/19 carry forward in earmarked reserves for various service specific and transformation projects	(0.515)	(0.450)	(0.065)	(1.3%)
<b>Total Resources Directorate</b>			<b>(0.011)</b>	<b>(0.026)</b>	<b>0.015</b>	<b>(0.0%)</b>
<b>DIRECTORATE TOTAL</b>			<b>(1.218)</b>	<b>1.642</b>	<b>(2.860)</b>	
<b>CORPORATE ITEMS</b>						
Housing Needs	NRPF	Uncontrollable pressure due to the Council's statutory, yet unfunded, duty to provide a safety net to vulnerable migrants with No Recourse to Public Funds (NRPF) and European Economic Area nationals.	0.605	0.691	(0.086)	(0.3%)
Corporate Projects	Cross-cutting savings	Unallocated cross-cutting savings that are now considered undeliverable in the current financial year	0.910	0.000	0.910	(0.4%)
Corporate Projects	Corporate Projects	Unbudgeted support costs for various corporate projects	1.270	1.056	0.214	(0.6%)
Corporate Financing Account	Corporate Financing Account	The Council continues to follow a successful Treasury Management Strategy of shorter-term borrowing at low interest rates, whilst the corporate financing budget for interest costs and debt repayment is currently based on the average long term cost of borrowing. This means that corporate financing costs in 2019/20 are significantly less than than budgeted. Combined with unbudgeted investment income, this is currently forecast to lead to an underspend in the corporate financing account of £3.822m.	(3.984)	(3.873)	(0.111)	1.8%
Levies	Levies	Underspend on corporate levies budget compared to the estimate before the start of the financial year	(0.155)	(0.150)	(0.005)	0.1%
<b>Total Corporate Items</b>			<b>(1.354)</b>	<b>(2.276)</b>	<b>0.922</b>	<b>0.6%</b>
<b>GROSS TOTAL</b>			<b>(2.572)</b>	<b>(0.634)</b>	<b>(1.938)</b>	

**Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 8**

<b>GENERAL FUND</b>						
Directorate / Division	Original Budget	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 8	Forecast Over/(Under) Spend Month 6	Month to Month Change
	£m	£m	£m	£m	£m	£m
<b>CHIEF EXECUTIVE'S DIRECTORATE</b>						
Chief Executive's Office	0.052	0.052	0.116	0.064	0.094	(0.030)
Communications and Change Strategy and Change*	1.069	1.099	1.039	(0.060)	(0.030)	(0.030)
	0.832	0.000	0.000	0.000	0.000	0.000
<b>Total Chief Executive's Department</b>	<b>1.953</b>	<b>1.151</b>	<b>1.155</b>	<b>0.004</b>	<b>0.064</b>	<b>(0.060)</b>
<b>ENVIRONMENT AND REGENERATION</b>						
Directorate	0.154	2.614	(0.093)	(2.707)	0.000	(2.707)
Planning and Development	1.297	1.452	1.804	0.352	0.548	(0.196)
Public Protection	4.531	4.656	4.544	(0.112)	(0.232)	0.120
Public Realm	9.414	9.662	12.045	2.383	2.433	(0.050)
<b>Total Environment and Regeneration</b>	<b>15.396</b>	<b>18.384</b>	<b>18.300</b>	<b>(0.084)</b>	<b>2.749</b>	<b>(2.833)</b>
<b>HOUSING</b>						
Temporary Accommodation (Homelessness Direct)	2.292	1.794	1.722	(0.072)	(0.268)	0.196
Housing Needs (Homelessness Indirect)	1.456	1.456	1.629	0.173	0.365	(0.192)
Housing Benefit	0.880	0.880	0.880	0.000	0.000	0.000
Housing Strategy and Development	0.133	0.133	0.068	(0.065)	(0.066)	0.001
Housing Administration	1.008	1.008	0.972	(0.036)	(0.031)	(0.005)
Voluntary and Community Services (VCS)	2.616	2.950	2.950	0.000	0.000	0.000
<b>Total Housing</b>	<b>8.385</b>	<b>8.221</b>	<b>8.221</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>
<b>PEOPLE</b>						
Youth and Communities	6.040	5.578	5.161	(0.417)	(0.360)	(0.057)
Safeguarding and Family Support	41.332	43.292	43.690	0.398	0.235	0.163
Learning and Schools	25.385	27.238	23.096	(4.142)	(3.707)	(0.435)
Partnership and Service Support	3.600	5.986	6.065	0.079	0.029	0.050
Strategy and Planning	0.079	0.108	0.108	0.000	0.000	0.000
Employment, Skills and Culture	5.322	5.436	5.428	(0.008)	(0.008)	0.000
Health Commissioning	0.930	0.930	0.912	(0.018)	0.000	(0.018)
Less Projected Ring-Fenced Schools Related Underspend	0.000	0.000	3.731	3.731	3.416	0.315
<b>Total Children's, Employment and Skills</b>	<b>82.688</b>	<b>88.568</b>	<b>88.191</b>	<b>(0.377)</b>	<b>(0.395)</b>	<b>0.018</b>
Adult Social Care	(6.288)	(6.535)	(11.707)	(5.172)	(5.162)	(0.010)
Integrated Community Services	27.399	28.356	30.116	1.760	1.737	0.023
Learning Disabilities	27.316	28.328	29.364	1.036	0.990	0.046
Strategy and Commissioning	21.168	19.213	20.839	1.626	1.685	(0.059)
<b>Total Adult Social Services</b>	<b>69.595</b>	<b>69.362</b>	<b>68.612</b>	<b>(0.750)</b>	<b>(0.750)</b>	<b>(0.000)</b>
<b>Total People</b>	<b>152.283</b>	<b>157.930</b>	<b>156.803</b>	<b>(1.127)</b>	<b>(1.145)</b>	<b>0.018</b>
<b>PUBLIC HEALTH</b>						
Children 0-5 Public Health	3.689	3.619	3.619	0.000	0.000	0.000
Children and Young People	1.434	1.529	1.530	0.001	0.001	0.000
NHS Health Checks	0.383	0.330	0.252	(0.078)	(0.078)	0.000
Obesity and Physical Activity	0.735	0.735	0.718	(0.017)	(0.017)	0.000
Other Public Health	(19.635)	(19.015)	(18.918)	0.097	0.097	0.000
Sexual Health	5.965	5.388	5.387	(0.001)	(0.001)	0.000
Smoking and Tobacco	0.468	0.338	0.336	(0.002)	(0.002)	0.000
Substance Misuse	6.961	7.076	7.076	0.000	0.000	0.000
<b>Total Public Health</b>	<b>(0.000)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>RESOURCES</b>						
Directorate	0.849	0.562	0.072	(0.490)	(0.430)	(0.060)
Digital Services and Transformation	12.705	12.956	12.956	0.000	0.003	(0.003)
Financial Management and Property	(0.821)	(0.647)	(0.317)	0.330	0.386	(0.056)
Financial Operations	19.718	20.825	20.818	(0.007)	(0.006)	(0.001)
Internal Audit	0.697	0.698	0.617	(0.081)	(0.030)	(0.051)
Law and Governance	3.941	4.181	4.180	(0.001)	(0.011)	0.010
Human Resources	1.883	1.492	1.646	0.154	0.152	0.002
Strategy and Change*	0.000	0.803	0.887	0.084	(0.090)	0.174
<b>Total Resources</b>	<b>38.972</b>	<b>40.870</b>	<b>40.859</b>	<b>(0.011)</b>	<b>(0.026)</b>	<b>0.015</b>
<b>DIRECTORATE TOTAL</b>	<b>216.989</b>	<b>226.556</b>	<b>225.338</b>	<b>(1.218)</b>	<b>1.642</b>	<b>(2.860)</b>

**Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 8**

Directorate / Division	Original Budget	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 8	Forecast Over/(Under) Spend Month 6	Month to Month Change
	£m	£m	£m	£m	£m	£m
<b>CORPORATE ITEMS</b>						
Other Corporate Items	(1.114)	(1.457)	0.723	2.180	1.056	1.124
Corporate Financing Account	(25.043)	(24.545)	(28.529)	(3.984)	(3.873)	(0.111)
Pensions	9.348	9.348	9.348	0.000	0.000	0.000
Levies	19.962	19.962	19.807	(0.155)	(0.150)	(0.005)
Transfer to/(from) Reserves	(4.207)	(11.337)	(11.337)	0.000	0.000	0.000
Specific Grants	(5.616)	(5.616)	(5.616)	0.000	0.000	0.000
Core Government Funding / Council Tax	(215.822)	(215.822)	(215.822)	0.000	0.000	0.000
No Recourse to Public Funds	0.423	0.538	1.143	0.605	0.691	(0.086)
Contingency	5.080	2.373	2.373	0.000	0.000	0.000
<b>Total Corporate Items</b>	<b>(216.989)</b>	<b>(226.556)</b>	<b>(227.910)</b>	<b>(1.354)</b>	<b>(2.276)</b>	<b>0.922</b>
<b>GROSS TOTAL</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.572)</b>	<b>(2.572)</b>	<b>(0.634)</b>	<b>(1.938)</b>

\*The Strategy and Change team has moved from the Chief Executive's Directorate to the Resources Directorate since the start of the financial year.

## Appendix 2: 2019/20 Revenue Monitoring by Service Area - Month 8

<b>HOUSING REVENUE ACCOUNT(HRA)</b>					
Service Area	Current Budget	Forecast Outturn	Forecast Over/(Under) Spend Month 8	Forecast Over/(Under) Spend Month 6	Month to Month Change
	£m	£m	£m	£m	£m
Dwelling Rents	(165.684)	(167.684)	(2.000)	(1.000)	(1.000)
Non Dwelling Rents	(1.600)	(1.600)	0.000	0.000	0.000
Heating Charges	(2.684)	(2.684)	0.000	0.000	0.000
Leaseholders Charges	(12.730)	(14.980)	(2.250)	0.000	(2.250)
Other Charges for Services and Facilities	(5.380)	(5.380)	0.000	0.000	0.000
PFI Credits	(22.855)	(22.855)	0.000	0.000	0.000
Interest Receivable	(0.500)	(0.500)	0.000	0.000	0.000
Contribution from General Fund	(0.816)	(0.816)	0.000	0.000	0.000
<b>Gross Income</b>	<b>(212.249)</b>	<b>(216.499)</b>	<b>(4.250)</b>	<b>(1.000)</b>	<b>(3.250)</b>
Repairs and Maintenance	32.928	32.928	0.000	(0.350)	0.350
General Management	53.102	53.102	(0.000)	(0.250)	0.250
PFI Payments	43.964	43.464	(0.500)	0.000	(0.500)
Special Services	22.356	22.356	0.000	0.000	0.000
Rents, Rates, Taxes & Other Changes	0.590	1.004	0.415	0.000	0.415
Capital Financing Costs	16.426	16.426	0.000	0.000	0.000
Depreciation (mandatory transfer to Major Repairs Reserve)	35.003	35.003	0.000	0.000	0.000
Transfer to Major Repairs Reserve (optional)	0.000	2.250	2.250	1.000	1.250
Bad Debt Provisions	0.750	2.250	1.500	1.000	0.500
Contingency	1.100	1.100	0.000	0.000	0.000
Transfer to HRA Reserves	6.030	6.615	0.585	0.600	(0.015)
<b>Gross Expenditure</b>	<b>212.249</b>	<b>216.499</b>	<b>4.250</b>	<b>1.000</b>	<b>3.250</b>
<b>Net (Surplus)/Deficit</b>	<b>0.000</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>	<b>(0.000)</b>

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## **Appendix 3: Additional General Fund Budget Risks - Month 8**

<p><b>Environment and Regeneration</b></p> <p>The directorate relies on around £50m of income across a range of services such as parking, leisure, commercial waste, planning &amp; building control, licensing &amp; enforcement and highways. These income streams are subject to external factors such as economic activity, customer behaviour and competition and a small change in these factors could potentially have a significant financial impact on the directorate's financial position.</p> <p>Highbury Leisure Centre - Remedial works are ongoing following the fire in September 2018. It is assumed that these costs and lost income will be covered by either claims against the contractor or the Council's insurance provision.</p>
<p><b>Housing</b></p> <p>Early indications in 2019/20 suggest increasing client numbers and rising costs in the provision of temporary accommodation. If client numbers rise significantly this could add substantial costs in terms of procuring temporary accommodation. This trend has been exacerbated, as the General Fund's largest temporary accommodation housing provider (Notting Hill Genesis Housing) has ended many tenancies and increased charges, resulting in many clients needing to move into more expensive temporary accommodation and those remaining facing rent rises.</p> <p>Legal costs arising from new legal challenges can result in increased use of resources on court fees and barristers. This has grown month on month in 2019/20, primarily due to new HRA Act 2017 related legal challenges.</p> <p>The benefit cap is reducing the disposable income available for those in larger properties, resulting in an increase in bad debt payments and write-offs as rents are not prioritised for payment.</p>
<p><b>People - Adult Social Services</b></p> <p>Increase in social care funded clients due the Transforming Care programme – which aims to reduce the commissioning of hospital beds for people with learning disabilities and/or autism with behaviour that challenges</p> <p>Renegotiation with the NHS regarding Better Care Fund, Pooled Budgets and other health funding may result in a reduction in funding for social care</p>
<p><b>People - Children's Employment and Skills (General Fund)</b></p> <p>SEN transport - potential further increase in costs if numbers increase</p> <p>Secure welfare placements - increase in demand for secure welfare placements due to children being at high risk of harm can cost up to £6k per week per young person</p> <p>Remand - increases in numbers of young people placed on secure remand is £3.8k per week. Alternatives will always be offered to the court, but remand is likely if offences involve violence connected to knife crime.</p> <p>Remand - potential reduction in Youth Justice Board remand grant funding in 2020/21 as allocations are lagged based on the previous year's activity</p> <p>Supported Accommodation (non-regulated placements) - increase in demand in the 18 plus cohort due to complexities of needs and risk concern, young people are not ready for their tenancy and continue to need higher level support.</p> <p>Residential (regulated) placements - recent increase in number of high cost residential placements</p> <p>Joint Agency Panel (JAP) - increase in children with complex needs being placed in joint funded specialist provision.</p>
<p><b>People - Children's Employment and Skills (DSG)</b></p> <p>High Needs – continued increase in numbers of pupils with Education, Health and Care Plans</p> <p>High Needs - additional funding announced in the Spending Review does not continue beyond 2020/21</p> <p>Maintained Nursery Schools - £0.377m supplementary funding for maintained nursery schools is only guaranteed by the ESFA until the end of 2020/21. Maintained Nursery Schools were disproportionately affected by the implementation of a national funding formula for early years by the DfE.</p>
<p><b>Resources</b></p>

### **Appendix 3: Additional General Fund Budget Risks - Month 8**

Digital Services is in its first year as a new entity. A significant degree of risk/uncertainty has been inherited from the Shared Digital transition – particularly in the area of contract commitments. Whilst there continue to be pressures to transform the technology environment to meet the needs of front line services, these are becoming well understood. For contracts, work is ongoing to understand the services, phasing and benefits of technology contracts with a view to rationalisation and stronger planning.

**Appendix 4: Capital Programme 2019/20 to 2021/21 - Month 8**

Directorate/Scheme	2019/20							2020/21	2021/22	Total 2019/20 to 2021/22
	Original Budget	Budget Changes During the Year	Current Budget	Forecast Outturn	Forecast Variance	Expenditure to Date	2019/20 Budget Spent to Date	Budget	Budget	Budget
	£m	£m	£m	£m	£m	£m	%	£m	£m	£m
<b>ENVIRONMENT AND REGENERATION</b>										
Cemeteries	0.000	0.040	0.040	0.040	0.000	(0.007)	(16.4%)	0.000	0.000	0.040
Bunhill Energy Centre Phase 2	0.000	5.212	5.212	5.212	0.000	1.654	31.7%	0.000	0.000	5.212
Energy Saving Council Buildings	0.390	0.015	0.405	0.000	(0.405)	0.000	0.1%	0.000	0.000	0.405
Greenspace	0.395	1.346	1.741	1.512	(0.229)	0.585	33.6%	0.000	0.000	1.741
Highways	1.400	0.731	2.131	2.131	0.000	0.617	29.0%	1.400	1.400	4.931
Leisure	0.475	0.210	0.685	0.685	0.000	0.514	75.0%	0.288	0.375	1.348
Other Environment and Regeneration	0.000	0.020	0.020	0.020	0.000	0.000	0.0%	0.000	0.000	0.020
Planning and Development	0.000	1.133	1.133	1.133	0.000	0.265	23.4%	0.000	0.000	1.133
Recycling Improvements	0.000	0.158	0.158	0.158	0.000	0.193	122.6%	0.000	0.000	0.158
Special Projects	0.000	0.141	0.141	0.141	0.000	0.034	24.1%	0.000	0.000	0.141
Traffic and Engineering	5.354	1.478	6.832	6.832	0.000	1.544	22.6%	4.500	2.500	13.832
Fleet	1.999	2.778	4.777	4.777	0.000	3.375	70.7%	2.000	1.000	7.777
<b>Total Environment and Regeneration</b>	<b>10.013</b>	<b>13.262</b>	<b>23.275</b>	<b>22.641</b>	<b>(0.634)</b>	<b>8.775</b>	<b>37.7%</b>	<b>8.188</b>	<b>5.275</b>	<b>36.738</b>
<b>HOUSING</b>										
<i>Housing Revenue Account</i>										
Major Works and Improvements	25.000	0.000	25.000	31.436	6.436	20.463	81.9%	20.000	30.000	75.000
New Build Programme	63.168	(13.500)	49.668	40.264	(9.404)	21.164	42.6%	78.611	45.864	174.143
Temporary Accommodation	0.000	13.500	13.500	13.500	0.000	2.120	15.7%	0.000	0.000	13.500
<i>Housing General Fund</i>										
New Build Open Market Sales	12.878	(0.909)	11.969	9.632	(2.337)	5.063	42.3%	32.456	27.360	71.785
Temporary Accommodation	13.125	0.000	13.125	7.060	(6.065)	7.060	53.8%	0.000	0.000	13.125
<b>Total Housing</b>	<b>114.171</b>	<b>(0.909)</b>	<b>113.262</b>	<b>101.892</b>	<b>(11.370)</b>	<b>55.869</b>	<b>236.3%</b>	<b>131.067</b>	<b>103.224</b>	<b>347.553</b>
<b>PEOPLE</b>										
Central Foundation School Expansion	1.600	0.152	1.752	1.752	0.000	0.347	19.8%	0.120	0.000	1.872
Central Library Refurbishment	0.000	1.067	1.067	1.067	0.000	0.472	44.2%	0.000	0.000	1.067
Dowery Street/Primary PRU	0.000	0.035	0.035	0.035	0.000	0.008	21.7%	0.114	0.000	0.149
Early Years Capital	0.000	0.327	0.327	0.327	0.000	0.167	51.1%	0.550	0.000	0.877
School Electrical & Mechanical Schemes	0.000	1.503	1.503	1.503	0.000	1.070	71.1%	0.152	0.000	1.655
Highbury Grove School Expansion	1.470	0.955	2.425	2.425	0.000	1.973	81.4%	0.000	0.000	2.425
Libraries	0.000	0.048	0.048	0.048	0.000	0.010	20.9%	0.000	0.000	0.048
New River College Refurbishment	0.000	0.185	0.185	0.185	0.000	0.000	0.0%	0.000	0.000	0.185
Other Schools	0.000	0.450	0.450	0.450	0.000	0.007	1.6%	2.795	0.279	3.524
Special Provision Capital Fund	0.000	0.000	0.000	0.000	0.000	0.000	0.0%	0.884	0.442	1.326
School Condition Works	0.000	0.297	0.297	0.297	0.000	0.431	145.4%	0.000	0.000	0.297
Tufnell Park School Expansion	3.100	1.753	4.853	4.853	0.000	3.313	68.3%	0.750	0.250	5.853
School Window and Roof Schemes	0.000	0.430	0.430	0.430	0.000	0.139	32.4%	0.075	0.000	0.505
Youth	0.000	0.003	0.003	0.003	0.000	0.003	99.0%	0.000	0.000	0.003
<b>Total People</b>	<b>6.170</b>	<b>7.204</b>	<b>13.374</b>	<b>13.374</b>	<b>0.000</b>	<b>7.939</b>	<b>59.4%</b>	<b>5.440</b>	<b>0.971</b>	<b>19.785</b>
<b>RESOURCES</b>										
49-59 Old Street Refurbishment	0.000	1.709	1.709	1.709	0.000	1.351	79.1%	0.000	0.000	1.709
Cladding Replacement	0.000	2.975	2.975	2.975	0.000	0.078	2.6%	0.000	0.000	2.975
<b>Total Resources</b>	<b>0.000</b>	<b>4.684</b>	<b>4.684</b>	<b>4.684</b>	<b>0.000</b>	<b>1.429</b>	<b>30.5%</b>	<b>0.000</b>	<b>0.000</b>	<b>4.684</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>130.354</b>	<b>24.241</b>	<b>154.595</b>	<b>142.591</b>	<b>(12.004)</b>	<b>74.013</b>	<b>47.9%</b>	<b>144.695</b>	<b>109.470</b>	<b>408.760</b>

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**Governance and Human Resources**

**Resources**  
**Town Hall, Upper Street,**  
**London N1 2UD**

**Report of: Assistant Director Governance and Human Resources**

Meeting of	Date	Agenda Item	Ward(s)
<b>Policy and Performance Scrutiny Committee</b>	23 January 2020	G1	All

<b>Delete as appropriate</b>	<u>Exempt</u>	Non-exempt
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**SUBJECT: MONITORING OF RECOMMENDATIONS OF REVIEW COMMITTEES  
TIMETABLE FOR TOPICS, POLICY AND PERFORMANCE  
COMMITTEE'S WORK PROGRAMME, KEY DECISIONS**

**1. Synopsis**

To inform the Policy and Performance Scrutiny Committee of the timetable of the Review Committees scrutiny topics for the remainder of the municipal year, the timetable for monitoring the recommendations of the Review Committees, the current situation on the Policy and Performance Scrutiny Committee's work programme, and Key Decisions.

**2. Recommendation**

That the Policy and Performance Scrutiny Committee note the timetable and the arrangements for monitoring the recommendations of the Review Committees, the current work programme, and the key decisions.

**3. Background**

Attached to this report are the details of the work programme and timetable for the Review Committees for the remainder of the municipal year, the arrangements for monitoring the recommendations of review committees, key decisions details, and the Policy and Performance Scrutiny Committee's work programme.

PTO

## **4. Implications**

### **4.1 Environmental Implications**

None specific at this stage

### **4.2 Legal Implications**

Not applicable

### **4.3 Financial Implications**

None specific at this stage

### **4.4 Equality Impact Assessment**

None specific at this stage

Final Report Clearance

Report Author: Peter Moore  
Tel: 020 7527 3252  
E-mail: peter.moore@islington.gov.uk

**OUTSTANDING SCRUTINY REVIEWS – UPDATED 12 Sept 2019**

<b>SCRUTINY REVIEWS 2016/17:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Flooding Scrutiny	Policy and Performance	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Feb	JB 27 Mar 2018 Exec 19 Apr 2018	1 Nov 2018	Kevin O’Leary
Regeneration of Retail Areas	Environment and Regeneration	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - March	JB 17 Sept 2019 Exec 17 Oct 2019	TBA	Caroline Wilson
Improving access to psychological therapies	Health and Care	JB 5 Sept 2017 Exec 23 Nov 2017	Nov - Dec	JB 12 Dec 2017 Exec 4 Jan 2018	2 Oct 2018	Natalie Arthur
Housing Services for Vulnerable People	Housing	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Jan	JB 12 Dec 2017 Exec 4 Jan 2018	23 April 2019	Paul Byer
Post-16 Education, Employment and Training	Children’s	JB 5 Sept 2017 Exec 28 Sept 2017	Oct - Feb	JB 27 Feb 2018 Exec 22 Mar 2018	16 July 2018	Holly Toft

**SCRUTINY REVIEWS 2017/18:**

<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3-6 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Fire Safety	Housing Scrutiny Committee	JB 27 Feb 2018 Exec 22 Mar 2018	Apr - June	JB 19 June 2018 Exec 19 July 2018	19 March 2019	Damian Dempsey & Stuart Fuller
Effectiveness of Communications	Housing Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May - July	JB 17 July 2018 Exec 6 Sept 2018		Paul Byer & Lynne Stratton
New Build Programme	Housing Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May – July	JB 18 Sept 2018 Exec 18 Oct 2018		Stephen Nash
Air Quality and Health	Health and Care Scrutiny Committee	JB 27 Mar 2018 Exec 19 Apr 2018	May - July	JB 17 July 2018 Exec 18 Oct 2018	9 May 2019	Julie Billett
Recycling	Environment and Regeneration	JB 27 May 2018 Exec 14 June 2018	June – Aug	JB 30 Oct 2018 Exec 29 Nov 2018		Matthew Homer
Vulnerable Adolescents	Children’s Services	JB 27 Mar 2018 Exec 19 Apr 2018	July – Oct	JB 17 July 2018 Exec 6 Sept 2018		Tania Townsend
None	Policy and Performance	N/A	N/A	N/A		N/A

<b>SCRUTINY REVIEWS 2018/19:</b>						
<b>SCRUTINY REVIEW</b>	<b>COMMITTEE</b>	<b>DATE SUBMITTED DUE TO GO TO EXECUTIVE</b>	<b>RESPONSE TO RECOMMENDATIONS DUE</b> (3 months after submission to Exec)	<b>RESPONSE TO RECOMMENDATIONS SUBMITTED (?)</b>	<b>12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE</b>	<b>LEAD OFFICER</b>
Responsive Repairs	Housing Scrutiny Committee	JB 17 Sept 2019 Exec 17 Oct 2019	Oct – Dec 2019	JB 14 Jan 2020 Exec 6 Feb 2020		Damian Dempsey & Stuart Fuller
GP Surgeries	Health and Care Scrutiny Committee	JB 18 June 2019 Exec 11 July 2019	July – Oct 2019	JB 10 Dec 2019 Exec 16 Jan 2020		Julie Billett
Volunteers and Resident engagement with Parks and Open Spaces	Environment and Regeneration	JB 16 Jul 2019 Exec 19 Sept 2019	Sept – Nov 2019	JB 14 Jan 2020 Exec 6 Feb 2020		Barry Emmerson
Permanent and fixed period exclusion from school	Children's Services	JB 21 May 2019 Exec 20 Jun 2019	Jul – Sept 2019	JB 29 Oct 2019 Exec 28 Nov 2019		Candy Holder
Universal Credit	Policy and Performance	JB 16 Jul 2019 Exec 19 Sept 2019	Sept – Nov 2019	JB 14 Jan 2020 Exec 6 Feb 2020		N/A

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**POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2019/20**

**18 JUNE 2019**

- 1.Revenue outturn 2018/19
- 2.Presentation Leader of the Council on Executive priorities 2019/20
4. Work Programme 2019/20
- 5.Call ins - if any
- 6.Monitoring report
7. Council sickness
8. New Scrutiny topics – PPS/Review Committees – Approval of topics
9. Membership and Terms of Reference
10. Scrutiny Review – Universal Credit – Final Report

**25 JULY 2019**

1. Quarters 3 and 4 – /Crime Statistics
2. Call ins – if any
3. Monitoring Report
4. Work Programme – 2019/20
5. IT Presentation following ending of Joint Venture
6. Presentation on Performance Monitoring

**30 SEPTEMBER 2019**

1. Call ins – if any
2. Monitoring Report
3. Financial Monitoring
4. Work Programme 2019/20
5. Use of Agency staff
6. Presentation on Performance Monitoring/Scrutiny
7. Quarter 1 – Well run Council/Crime Statistics
8. IT Strategy update

**14 NOVEMBER 2019**

- 1.Call ins- if any
- 2.Monitoring report

**3 Work Programme 2019/20**

**4. Annual Crime and Disorder report**

**5. Workplace strategy**

**6. Establishment of PPS Transformation Projects Sub – Committee**

**7. Performance information update**

**17 DECEMBER 2019**

**1 Call ins – if any**

**2. Monitoring report**

**3. Work Programme 2019/20**

**5. Report of Procurement Board**

**6. Financial Monitoring**

**7. Thames Water update**

**FOLLOWED BY MEETING OF POLICY AND PERFORMANCE TRANSFORMATION PROJECTS SUB COMMITTEE**

**Transformation Strategy – IT**

**23 JANUARY 2020**

**1. Financial Monitoring**

**2.Call ins- if any**

**3. Monitoring report**

**4. Work Programme 2019/20**

**5.Performance update – Quarters 2 Well run Council/Crime Statistics**

**6. Performance – Future presentation of information to Committee**

**7. Budget 2020/21**

**13 FEBRUARY 2020**

**1.Monitoring report**

**2. Work Programme 2019/20**

**3. Presentation Executive Member – Finance, Performance and Community Safety**

**4. Call ins – if any**

**5. Council sickness**

**6. Executive/Scrutiny Protocol**

**5 MARCH 2020**

**POLICY AND PERFORMANCE TRANSFORMATION PROJECTS SUB COMMITTEE**

**Transformation Strategy IT**

**26 MARCH 2020**

- 1. Call ins – if any**
- 2. Monitoring Report**
- 3. Presentation Executive Member Community Development**
- 4. Financial Monitoring**
- 5. iCO -12 month update**
- 6. Use of Agency staff**
- 7. Thames Water update**

**27 APRIL 2020**

**POLICY AND PERFORMANCE TRANSFORMATION PROJECTS SUB COMMITTEE**

**Transformation Strategy IT**

**4 JUNE 2020**

- 1. Call ins (if any)**
- 2. Financial update**
- 3. Monitoring report**
- 4. Work Programme 2019/20**
- 5. Quarter 3 – Well run Council/Council Targets**

**SCHEDULE IN MEETINGS OF POLICY AND PERFORMANCE TRANSFORMATION PROJECTS SUB COMMITTEE IF REQUIRED**

**JULY 2020**

**Quarter 4 – Well run Council/Crime Statistics**

**Approval of new Scrutiny topics**

**SEPTEMBER 2020**



# FORWARD PLAN OF KEY DECISIONS



# ISLINGTON

## **KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 6 FEBRUARY 2020 AND BEYOND**

Page 135

**Linzi Roberts-Egan  
Chief Executive  
Islington Council  
Town Hall  
Upper Street  
London N1 2UD**

Contact Officer: Mary Green  
Democratic Services  
E-Mail: [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk)  
Telephone: 020 7527 3005  
Website: <http://democracy.islington.gov.uk/>

Published on 8 January 2020

# FORWARD PLAN OF KEY DECISIONS

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

### FOR THE PERIOD TO THE EXECUTIVE MEETING ON 6 FEBRUARY 2020 AND BEYOND

This document sets out key decisions to be taken by the Executive within the next 28 days, together with any key decisions by Committees of the Executive, individual Members of the Executive and officers. It also includes potential key decisions beyond that period, though this is not comprehensive and items will be confirmed in the publication of the key decisions document 28 days before a decision is taken.

It is likely that all or a part of each Executive meeting will be held in private and not open to the public. This may be because an appendix to an agenda item will be discussed which is likely to lead to the disclosure of exempt or confidential information. The items of business where this is likely to apply are indicated on the plan below.

If you wish to make representations about why those parts of the meeting should be open to the public, please contact Democratic Services at least ten clear days before the meeting.

The background documents (if any) specified for any agenda item below, will be available on the Democracy in Islington web pages, five clear days before the meeting, at this link - <http://democracy.islington.gov.uk/> - subject to any prohibition or restriction on their disclosure. Alternatively, please contact Democratic Services on telephone number 020 7527 3005/3184 or via e-mail to [democracy@islington.gov.uk](mailto:democracy@islington.gov.uk) to request the documents.

If you wish to make representations to the Executive about an agenda item, please note that you will need to contact the Democratic Services Team on the above number at least 2 days before the meeting date to make your request.

**Please note that the decision dates are indicative and occasionally subject to change. Please contact the Democratic Services Team if you wish to check the decision date for a particular item.**

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

2. a decision to be made by the Chief Executive, Corporate Directors or the Director of Public Health to award contracts where the value of the contract is up to £2million revenue expenditure or £5million capital expenditure.

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	If all or part of the item is exempt or confidential this will be stated below and a reason given. If all the papers are publically accessible this column will say 'Open'.	Corporate Director/Head of Service Executive Member (including e-mail address)
1.	Contract award for the testing and maintenance of fire protection, fire detection and emergency lighting	All Wards	Corporate Director of Housing	13 January 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
2. Page 137	Contract award for the supply and installation of scaffolding for housing repairs	All Wards	Corporate Director of Housing	13 January 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
3.	Finsbury Square Project	Bunhill	Executive	16 January 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment and Transport <a href="mailto:Rowena.Champion@Islington.gov.uk">Rowena.Champion@Islington.gov.uk</a>
4.	GP Surgeries Scrutiny - Executive Member's response to the Health and Care Scrutiny Committee's recommendations	All	Executive	16 January 2020	None	Open	Julie Billett <a href="mailto:julie.billett@islington.gov.uk">julie.billett@islington.gov.uk</a>  Councillor Janet Burgess MBE, Executive Member for Health & Social Care <a href="mailto:janet.burgess@islington.gov.uk">janet.burgess@islington.gov.uk</a>

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
5.	Procurement strategy/ contract award for Housing, Revenues & Benefits and information@work	All Wards	Executive	16 January 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Peter Fehler <a href="mailto:Peter.fehler@islington.gov.uk">Peter.fehler@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
Page 138	Contract award for one to one support, day opportunities and activities framework for people with disabilities	All	Corporate Director of People	20 January 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Andrew Fraser <a href="mailto:Andrew.Fraser@islington.gov.uk">Andrew.Fraser@islington.gov.uk</a>
7.	Contract award for front entrance door replacement programme	All	Executive	6 February 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Simon Kwong <a href="mailto:Simon.kwong@islington.gov.uk">Simon.kwong@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

2. a decision to be made by the Chief Executive, Corporate Directors or the Director of Public Health to award contracts where the value of the contract is up to £2million revenue expenditure or £5million capital expenditure.

# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
8.	Contract award for main works on Andover Estate	Finsbury Park	Corporate Director of Housing	6 February 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
9.	Contract award for domestic gas boiler installation, servicing and repairs	All Wards	Corporate Director of Housing	6 February 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
10.	Procurement Strategy for CCTV	All	Executive	6 February 2020	None	Open	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>

A key decision is 1.an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
11.	School admission arrangements 2021-22	All Wards	Executive	6 February 2020	None	Open	Andrew Fraser <a href="mailto:Andrew.Fraser@islington.gov.uk">Andrew.Fraser@islington.gov.uk</a>  Councillor Kaya Comer-Schwartz, Executive Member for Children, Young People and Families <a href="mailto:kaya.comerschwartz@islington.gov.uk">kaya.comerschwartz@islington.gov.uk</a>
12	Procurement Strategy 2020 - 2025	n/a	Executive	6 February 2020	None	Open	Peter Fehler <a href="mailto:Peter.fehler@islington.gov.uk">Peter.fehler@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
13.	Contract award: Soap Box	All Wards	Corporate Director of People	14 February 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Andrew Fraser <a href="mailto:Andrew.Fraser@islington.gov.uk">Andrew.Fraser@islington.gov.uk</a>

A key decision is 1.an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
14.	Contract award for roofing repair works (with provision for scaffolding)	All Wards	Corporate Director of Housing	17 February 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
15.	Contract award for the construction of 40 new homes and associated improvements for the Park View Estate, Collins Road , N5	Highbury East	Corporate Director of Housing	27 February 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
16.	Contract award for the construction of 42 new build homes and improvements to Hathersage Court and Besant Court	Mildmay	Corporate Director of Housing	28 February 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

A key decision is 1.an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
17.	Contract award for emergency lighting	All Wards	Corporate Director of Housing	2 March 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
18.	Clerkenwell Fire Station	Clerkenwell	Executive	19 March 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
19.	Islington's Transport Strategy: Adoption	All	Executive	19 March 2020	None	Open	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Rowena Champion Executive Member for Environment and Transport <a href="mailto:Rowena.Champion@Islington.gov.uk">Rowena.Champion@Islington.gov.uk</a>

A key decision is 1.an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
20.	Designation of an area for additional licensing of houses in multiple occupation and selective licensing (Finsbury Park)	Finsbury Park	Executive	19 March 2020	None	Open	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
21.	Energy Strategy/Zero Carbon Action Plan - adoption	All	Executive	19 March 2020	None	Open	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment and Transport <a href="mailto:Rowena.Champion@islington.gov.uk">Rowena.Champion@islington.gov.uk</a>
22.	Tileyard Creative Quarter Neighbourhood Area/Forum designation	Caledonian	Executive	19 March 2020	None	Open	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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# FORWARD PLAN OF KEY DECISIONS

	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
23.	Universal Credit Scrutiny - Executive Member's response to the recommendations of the Policy and Performance Scrutiny Committee	All	Executive	19 March 2020	None	Open	Peter Fehler <a href="mailto:Peter.Fehler@islington.gov.uk">Peter.Fehler@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
24	Property Strategy	All	Executive	19 March 2020	None	Open	Peter Fehler <a href="mailto:Peter.Fehler@islington.gov.uk">Peter.Fehler@islington.gov.uk</a>  Councillor Andy Hull, Executive Member for Finance, Performance and Community Safety <a href="mailto:andy.hull@islington.gov.uk">andy.hull@islington.gov.uk</a>
25.	Triangle Estate - appropriation of land	Bunhill	Executive	19 March 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

A key decision is 1. an executive decision (other than a decision which relates to the placement of an individual, be that an adult or child) which is likely to result in expenditure or a receipt which is, or the making of savings which are, significant (i.e. in excess of £500,000 revenue or £1m capital), or to have significant effects on those living or working in an area comprising two or more Wards or, in respect of a disposal of land, where the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5m, or in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000; or

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	Subject/Decision	Ward (s)	Decision taker	Date(s) of decision	Background papers	Is all or part of this item likely to refer to exempt or confidential information and therefore require exclusion of the press and public from the meeting?	Corporate Director/Head of Service Executive Member (including e-mail address)
26.	Appropriation of land on Windsor Street for planning purposes	St Peter's	Executive	19 March 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
27.	Adoption of new Biodiversity Action Plan	All Wards	Executive	19 March 2020	None	Open	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment and Transport <a href="mailto:Rowena.Champion@islington.gov.uk">Rowena.Champion@islington.gov.uk</a>
28.	Harvist Estate - appointment of main building contractor	Highbury West	Corporate Director of Housing	24 March 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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Page 146	29. Contract award for refurbishment works to 173 Highbury Quadrant to produce 3 units that meet Enerphit standards and for the construction of a new build 3 bedroom house built to Passivhaus standards	Highbury East	Corporate Director of Housing	8 April 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
	Contract award for measured term contract for delivery of major works to housing stock	All	Corporate Director of Housing	17 April 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>
	31. Strategic Investment Pot Bid	All	Executive	30 April 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend <a href="mailto:Keti.Townsend@islington.gov.uk">Keti.Townsend@islington.gov.uk</a>  Councillor Asima Shaikh, Executive Member for Inclusive Economy and Jobs <a href="mailto:asima.shaikh@islington.gov.uk">asima.shaikh@islington.gov.uk</a>

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Page 147	32. Volunteers and Resident engagement with Parks and Open Spaces Scrutiny - Executive Member's response	All	Executive	30 April 2020	None	Open	Keith Townsend <a href="mailto:Keith.Townsend@islington.gov.uk">Keith.Townsend@islington.gov.uk</a>  Councillor Rowena Champion <a href="mailto:Rowena.Champion@Islington.gov.uk">Rowena.Champion@Islington.gov.uk</a>
	33. Early Help Review: Proposed changes and outcome of consultation	All Wards	Executive	30 April 2020	None	Open	Andrew Fraser <a href="mailto:Andrew.Fraser@islington.gov.uk">Andrew.Fraser@islington.gov.uk</a>  Councillor Kaya Comer-Schwartz, Executive Member for Children, Young People and Families <a href="mailto:kaya.comerschwartz@islington.gov.uk">kaya.comerschwartz@islington.gov.uk</a>
	34. Triangle Estate - Revised Application for Compulsory Purchase Order in respect of leasehold and commercial properties	Bunhill	Executive	30 April 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>

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35.	Housing Strategy 2020-2025	All	Executive	21 May 2020	None	Open	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>  Councillor Diarmaid Ward, Executive Member for Housing & Development <a href="mailto:diarmaid.ward@islington.gov.uk">diarmaid.ward@islington.gov.uk</a>
36.	Islington lorry control scheme	All Wards	Executive	21 May 2020	None	Open	Keith Townsend <a href="mailto:Keith.townsend@islington.gov.uk">Keith.townsend@islington.gov.uk</a>  Councillor Rowena Champion, Executive Member for Environment and Transport <a href="mailto:rowena.champion@islington.gov.uk">rowena.champion@islington.gov.uk</a>
37.	Contract award for construction of 11 supported living units and associated improvements on Windsor Street site	St Peter's	Corporate Director of Housing	2 June 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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38.	Contract award for the construction of 42 new homes, a new community centre, a new multi-use games area for Zoffany Park and associated estate landscaping improvements for the Elthorne Estate, sunken pitch and community centre sites, N19	Hillrise	Corporate Director of Housing	17 June 2020	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth <a href="mailto:maxine.holdsworth@islington.gov.uk">maxine.holdsworth@islington.gov.uk</a>

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Membership of the Executive 2019/2020:

Councillors:

Richard Watts	Leader
Janet Burgess MBE	Health and Social Care
Rowena Champion	Environment and Transport
Kaya Comer-Schwartz	Children, Young People and Families
Una O'Halloran	Community Development
Andy Hull	Finance, Performance and Community Safety
Asima Shaikh	Inclusive economy and jobs
Diarmaid Ward	Housing and Development

Portfolio

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