



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

AGENDA FOR THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE

Members of the Policy and Performance Scrutiny Committee are summoned to a meeting to be held remotely by Zoom on **28 January 2021 at 7.00 pm.**

Link to meeting: <https://weareislington.zoom.us/j/91863401335>

Enquiries to : Peter Moore
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Despatched : 20 January 2021

Membership

Councillors:

Councillor Theresa Debono (Chair)
Councillor Troy Gallagher (Vice-Chair)
Councillor Santiago Bell-Bradford
Councillor Sheila Chapman
Councillor Jilani Chowdhury
Councillor Vivien Cutler
Councillor Osh Gantly
Councillor Gary Heather

Councillor Sara Hyde
Councillor Clare Jeapes
Councillor Matt Nathan
Councillor Michael O'Sullivan
Councillor Angela Picknell
Councillor Dave Poyser
Councillor Caroline Russell
Councillor Nick Wayne

Substitutes:

Councillor Roulin Khondoker
Councillor Claudia Webbe
Councillor John Woolf
Councillor Janet Burgess MBE

Councillor Joe Caluori
Councillor Andy Hull
Councillor Anjna Khurana

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. Items for Call-In (if any) Page

C. Scrutiny and Monitoring Reports Page

1. COVID 19 Update 7 - 20

2. Annual Budget 2021/22 21 - 110

3. Performance Report - Quarter 2 111 - 128

4. Financial Monitoring - Month 8 129 - 154

D. Discussion Items (if any) Page

E. Monitoring Recommendations of Scrutiny Committees, Timetable for Topics, Work Programme and Forward Plan Page

F. Report of Review Chairs Page

G. Urgent Non-Exempt Matters

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.

H. Exclusion of Public and Press

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.

I. Exempt Items for Call-In (if any) Page

J. Exempt Items

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 1 March 2021

Please note all committee agendas, reports and minutes are available on the council's website: www.democracy.islington.gov.uk

Public Document Pack Agenda Item A4

London Borough of Islington

Policy and Performance Scrutiny Committee - 3 December 2020

Non-confidential minutes of the virtual meeting of the Policy and Performance Scrutiny Committee held on 3 December 2020 at 7.30 pm.

Present: **Councillors:** Debono (Chair), Gallagher (Vice-Chair), Chapman, Chowdhury, Cutler, Gantly, Heather, Hyde, Jeapes, O'Sullivan, Picknell, Poyser, Russell and Wayne
Also Present: **Councillor:** Gill

Councillor Theresa Debono in the Chair

235 APOLOGIES FOR ABSENCE (Item A1)

Councillor Bell - Bradford

236 DECLARATION OF SUBSTITUTE MEMBERS (Item A2)

None

237 DECLARATIONS OF INTEREST (Item A3)

None

238 MINUTES OF THE PREVIOUS MEETING (Item A4)

RESOLVED:

That the minutes of the meeting of the Committee held on 22 October 2020 be confirmed as a correct record of the proceedings and the Chair be authorised to sign them

239 CHAIR'S REPORT (Item A5)

RESOLVED:

That future virtual meetings of the Committee commence at 7.00 p.m. with effect from the meeting on 28 January 2021

240 PUBLIC QUESTIONS (Item A6)

The Chair outlined the procedure for Public questions

241 COVID 19 UPDATE - LOCAL ECONOMY/EMPLOYMENT (Item C1)

Stephen Biggs, Project Consultant and Caroline Wilson, Head of Inclusive Economic Development were present and outlined the report, and made a presentation thereon, copies interleaved

During the presentation the following main points were made –

- A significant minority of Islington's workforce, and employed residents were in a vulnerable economic position prior to the pandemic, working in low paid insecure jobs

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- Many residents were running small micro businesses are disproportionately owned by women and people from BAME communities
- After COVID hardest hit sectors were predominantly, but not exclusively, classed under Accommodation and Food sectors and Arts, Entertainment and Recreation
- London's unemployment rate has risen faster than other regions, and Islington's unemployment rate has risen from 3% of the workforce to 7.3% in October, lower than the London average.
- Youth unemployment appeared to be lower than average rate for the borough but has risen by 14% on May figures
- An increase in vacancies in August, across the board, was perhaps an early sign of recovery, however the situation remains unstable
- Despite encouraging signs local people are likely to experience deteriorating economic conditions, and enduring market uncertainties, however the Chancellor's announcement of the furlough scheme came too late with many employees already receiving redundancy notices
- In Islington unemployment has more than doubled since the pandemic began, and the number of workers on furlough rose 36% between June and August to 31000 people
- In addition to enhancing existing work programmes there are four key strategic lines of response to support Islington's residents and workers – Prioritise policies that support health and incomes of already disadvantaged people, support people into employment, strengthen the Council's role as an economic agent, and continue to pioneer an inclusive, fairer local economy
- Community wealth building – core component of Council's Fairness Commission focusing on tackling economic inequality and disadvantage. This strengthens the Council's role as an economic agent, in order to use its assets to build an inclusive local economy, and provide an opportunity for local residents. Also to engage local partners, and ensure the Council is well placed to challenge the challenges of COVID, have an impact on the local economy and employment, and support a strong and sustained economy
- Noted that the Council is working hard to support LBI residents and businesses in a fast changing climate of economic challenge and uncertainty
- The health and care sector has been least affected by COVID
- The Council's response is to prioritise support for those disadvantaged residents who lose their jobs and to support people into work
- Strengthen the Council's role as an economic agent, and continue to support fairer, more inclusive economy
- Noted that there is a good working partnership with the Health and Care sector, and that the Council were looking at green jobs in consultation with industry, and working with other Boroughs to create economic clusters as to how young people are better able to target jobs, and a new employability programme had been established
- Affordable workspaces have also been created, and work is taking place with the fashion industry in this regard. City University is moving into the Farringdon workspace
- In response to a question, it was stated that there is a need to ensure that employers paid at least the minimum wage, and this needed to be enforced. Members were informed that the Council did work with HMRC, and had lobbied them in this regard, to ensure that businesses met their obligations. Where the Council had direct influence they ensured that the LLW was paid by employers, and that further details of how the Council dealt with the minimum wage enforcement would be reported to Members
- In response to a question, it was stated that the Council did provide assistance to small businesses, as they often found it difficult to bid for Council contracts, In the New Year the Business Development Programme would look at how small

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businesses in the borough can be supported more effectively, and to ensure tendering processes were simpler, and how they could assist local businesses to tender for work. It was stated that a future report should be submitted monitoring progress in this regard, and how successful local businesses were in winning contracts

- A Member referred as to whether the Council had an Assets register, and it was stated that work is taking place in this regard, and that better data should be available in the New Year, and this would hopefully be available in 6 months time
- Members were informed that work is taking place with CANDI, and a jobs fair had been facilitated that had resulted in 80 live job opportunities. Work is taking place with City University on a skills recovery programme so that residents can be supported to be placed in the most suitable jobs
- In response to a question as to the effect on BAME self-employed residents/businesses, and those in domiciliary care, it was stated that there is an opportunity to look with Adult Social Care as to how opportunities for local businesses in domiciliary care could be assisted to bid for contracts, and work is taking place with L.B.Camden in this regard and that Members could be informed of progress in this regard
- In response to a question it was stated that there were a range of business support grants available to support business, and there were also discretionary grants available, and there is contact with businesses on a regular basis. There is an online form that businesses can complete to apply for grants ,and that details of these could be circulated to Members of the Committee
- A Member referred to the fact that market traders had not been eligible for grants during the first lockdown. It was stated that this was an area the Council had not initially got right, however eligibility would be more clearly explained in order that market traders could now apply for grants
- In response to a question, it was stated that work is taking place with the 'silicone roundabout' to ensure that opportunities are available for local residents, and that affordable workspaces were available in Bunhill ward to enable training opportunities to be accessed. Work is also taking place with the DWP, who are undertaking a recruitment campaign for work coaches and also work availability on the vaccinations programme, and to assist residents on how to complete application forms
- In response to a question as to whether there were discussions taking place with employers as to the working conditions e.g. available toilets, parking for delivery drivers, it was stated that the Council were engaging with local Ward Councillors in Finsbury Park ward, and the GLA and TfL on parking. In addition, discussions had taken place with McDonalds as to delivery drivers and also around the use of pedal bikes instead of mopeds, given the introduction of low traffic neighbourhoods
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- It was stated that in relation to housing contracts and major repairs a report had been submitted to the Executive recently in this regard, and it was stated that there is a need to ensure social value is paramount in letting of such contracts in the procurement process
- In response to a question as to whether the Council is addressing deprivation and job losses on deprived estates, such as the Marquess Estate, it was stated that residents needed to be supported to enable them to obtain employment, to provide crisis support, food where necessary, to maximise benefits, assist with debt support and that work is taking place in this regard

RESOLVED:

- (a) That the report be noted and a report be submitted to a future meeting of the Committee as to the success of local businesses tendering for contracts, compared to the present
- (b) That details of the online form referred to above where businesses can apply for grants be circulated to Members

The Chair thanked Stephen Biggs and Caroline Wilson for their presentation

242 **CONTINGENT WORKFORCE (Item C2)**

The Director of Human Resources, Julie Foy, was present and outlined the report

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

- Noted that the Council had one of the lowest agency employment rates across London at 10.7%, with a target of 10%, and agency spend in October was the lowest since January, despite the need to employ extra staff during COVID
- There had also been a reduction of one third in staff employed on £450 per day or above
- A Member referred to the fact that whilst considerable achievements had been made in reducing spend, he felt that there needed to be a 'stretch target' set and more temp to perm appointments made. Reference was made to the fact that it needed to be recognised that the Council would always need to employ agency staff to ensure services remain fully operational, and that targets need to be flexible to reflect the needs of the organisation
- In response to a question it was stated that temp to perm was a priority in E&R, and that a number of the workforce is drawn from local residents
- In response to a question it was stated that HR did discuss with departments the data for agency staff spend, and the reasons for this, and to plan for future requirements
- It was stated that interim staff were often costly to employ, and it was noted that this was an area to be looked at in order to ensure that where staff can be appointed permanently to such posts that this is done as speedily as possible

RESOLVED:

That the report be noted and that future reports should include details of the number of interim posts and the length of time that these have taken to be converted into permanent appointments

The Chair thanked Julie Foy for her presentation

243 **COUNCIL SICKNESS (Item C3)**

The Director of Human Resources, Julie Foy, was present, and outlined the report for Members

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

- Noted that sickness levels were 8.5%, which is currently above target at 7.5%, but sickness levels had been affected by COVID
- Levels of stress, depression, mental health accounted for 25% of all sickness absence, however this was a similar figure to the rest of London Boroughs
- BAME staff had been more adversely affected by the events surrounding Black Lives Matter and appropriate counselling was being offered

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- In relation to muscular/skeletal injuries it was stated that a lot of work was taking place in relation to reducing this, and where necessary trying to redeploy staff to less manual work related posts if appropriate
- Reference was made to the figures for long term sickness absence of 50+ days, and whether managers were taking appropriate action in this regard. It was stated that there is a need to identify problem areas and ensure that where necessary referrals are made to Occupational Health. There is also a need to analyse and use the data available, and patterns of sickness, to reduce sickness levels. There is also a need to ensure appropriate training is provided for managers
- Noted that a lot of work is taking place in E&R to reskill staff, and to enable them to develop new skills. A new sickness policy had been introduced earlier in the year, following discussions with Trade Unions

RESOLVED:

That the report be noted

The Chair thanked Julie Foy for attending

244 **FINANCIAL MONITORING - MONTH 6 (Item C4)**

The Director of Finance, Paul Clarke, was present and outlined the report

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

- COVID 19 will have a significant ongoing impact on the Council's budget for the foreseeable future
- Overall the Council is currently estimating COVID 19 related budget pressures of approximately £59m, including HRA and potential Council Tax and Business Rates income losses that will impact future year budgets. The Council has received £18.5m as a contribution towards budget pressures which leaves a gap of £40m, before any funding the Council receives and still to be confirmed from the Government income loss scheme. Any residual shortfall not funded by Government would significantly weaken the Council's balances and reserves, which would then need to be replenished in future years
- There is currently forecast General Fund overspend of +£19.662m in 200/21. This is a net decrease of - £0.576m since the month 5 forecast
- The COVID 19 crisis is expected to lead to significant slippage of the 2020/21 capital programme into future years due to the pause in construction activity during the lockdown and ongoing social distancing measures. There is also a risk that it pushes up the overall costs of some construction projects
- Noted that the Council's financial accounts had been signed off
- Noted that the Government spending review funding allocation was in line with Council expectations
- In response to a question it was stated that the bulk of the income collection loss had resulted from losses in parking collection, business rates and Council Tax

RESOLVED:

That the report be noted

The Chair thanked Paul Clarke for attending

245 **MONITORING REPORT/WORK PROGRAMME ETC. (Item)**

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Discussion took place as to whether there should be a scrutiny review undertaken in relation to BAME, and it was felt that the Chair should discuss with the BAME group the possibility of presenting an item at a future meeting of the Committee to discuss areas that they would wish to the Committee to investigate. Members were of the view that this would be the most acceptable way of proceeding, rather than a specific scrutiny review topic being agreed

RESOLVED:
Accordingly

The meeting ended at 9.35 p.m.

CHAIR

Report of: Chief Executive

Meeting of:	Date:	Ward(s):
Policy and Performance Scrutiny	28 January 2021	All

Delete as appropriate	Exempt	Non-exempt

SUBJECT: COVID-19 in Islington – report from the Chief Executive

1. Purpose

- 1.1 This report updates the Policy and Performance Scrutiny Committee on the approach we are taking as a Council to support staff and residents through the Covid-19 pandemic. This includes on-going work to control the spread of the virus as well progress made on community testing and to support the roll-out of the vaccination programme.

2. Recommendations

- 2.1 To consider the update from the Chief Executive on the Council's response to Covid-19.

3. Pandemic management – an overview

- 3.1 Since March 2020 the **Council's emergency contingency plans** have been routinely revised and updated for each service to ensure there is clarity on operational roles and responsibilities to ensure the effective management of the Covid-19 pandemic in Islington. The Council's command structure at both Gold and Silver levels has remained at the highest alert level to be able to respond to changes from Government and any changes around national and local Public Health guidance. Gold have continuously used the latest epidemiology and national guidance to inform the decision-making process, help prevent and contain the spread of the virus and protect the Islington community and the workforce.

- 3.2 **The Borough Emergency Control Centre (BECC)** continues to sit under the Silver Commander and has remained operational since 16 March 2020 and continues to maintain a 24 hour, 7 days a week contingency and response capability. The BECC remains the first point of call mechanism for the reporting of staff COVID-19 positive tests within the workplace and responsible for PPE distribution across all internal council departments and externally to domiciliary care providers and care homes. The BECC has also undertaken the setup of all Lateral Flow Testing sites within the community as well as ten secondary schools who requested assistance, this also included all special schools and both academies which amounted to 35 booths in total. The initial batch of booths were built by the council's in-house repairs team and the BECC is now managing the ongoing purchasing of materials for a newly designed, rapidly deployable testing booths.
- 3.3 **Islington's Outbreak Control Board** was established in September 2020 and is chaired by the Leader of the Council. Board membership includes several Executive members, senior officers working, colleagues from local NHS organisations, key partners such as the Metropolitan Police and the London Fire Brigade, and a range of representatives from the local community and voluntary sector, and others. The Board provide oversight of the implementation of the Council's Covid-19 Outbreak Prevention and Control Plan and to enhance effective outbreak control through community and stakeholder engagement. Key themes at recent meetings have been on the take-up of testing, the disproportionate impacts of Covid on black and minority ethnic communities, challenging vaccine misinformation, and the importance of clear, consistent and coordinated communications with the local community.
- 3.4 The already established **Fairer Together Borough Partnership** continues to meet regularly and coordinate work as a system to respond to the challenges of Covid-19. Throughout 2020 the Partnership worked together to support the We Are Islington Response. As we move into the vaccination programme the Partnership is coordinating the mobilisation of volunteer stewards for clinics, and the redeployment of staff from the Council, Police and Fire services to support the programme. The Partnership is also coordinating the vaccination cohort lists to ensure the most effective delivery, and comms channels to maximise take up.

Testing

- 3.5 Access to testing and enabling a fast turnaround of results is vital to control the spread of the virus. In September 2020, the Leader of the Council publicly called on the Government to deliver a local testing site for Islington residents. In response the first site was set up on the Sobell Centre car park and has been operational from 4 October. A second testing site opened within the Finsbury Leisure Centre on 26 November 2020 with plans to expand the testing offer on this site.
- 3.6 On 17 December 2020 the Islington Assembly Hall (IAH) test centre opened to provide Lateral Flow Testing (LFT), with the message that testing is available to those who work out of their home and are in contact with others e.g. key workers. The Vibast centre site in EC1V opened on 5 Jan with The Arsenal Community Hub site, operational on 12 Jan 2021. Slots for LFT testing are booked by Eventbrite, the on-line ticketing booking system or by drop-in for those who are unable to make a booking on-line. Given the level of demand for Lateral Flow

testing, from 16 January 2021 Islington Assembly Hall and the Vibast centre will be open seven days a week to manage demand.

- 3.7 From 18 January capacity for testing across the three sites will be increased to 10,000-14,000 per week. Two further sites are planned to open week commencing 18 Jan 2021 which will increase testing capacity even further. As of 8 January, 3280 people have undertaken LFT testing since 17 December, approximately 3% of those who were tested had a positive test.
- 3.8 Staff working in schools and early years settings are prioritised for a lateral flow test at three community testing centres and can be tested early morning or in the evening. This offer also is available to all Islington Council staff. In the week commencing 4 January, schools were ready to facilitate the testing of secondary school pupils, pupils from special schools and all staff on school premises and this will remain in place for the foreseeable future. The Learning and Schools department continue to meet frequently with headteachers to identify issues and offer support as required in relation to testing and Covid-19 matters.

Vaccination roll-out

- 3.9 We continue to work closely with neighbouring north London authorities Barnet, Haringey, Camden and Enfield, NHS organisations and voluntary and community to deliver the Covid-19 vaccination programme which is the largest vaccination programme in our history. Locally, two primary care-based delivery sites (Hanley & Bingfield) opened in December 2020 and are currently focused on vaccinations for the over 80s. All acute hospitals across the borough now have vaccine supply and are focused on care & health staff and in/out-patients. In addition, roving teams have been launched and are focused on care home residents and staff. A mass vaccination site is ready, based in the Business Design Centre and is planned to go-live in early February. Slots will be accessed via the national booking system.
- 3.10 As part of an initial wave of pharmacy-led community vaccination centres, planning is underway to assess the feasibility of establishing a site at the ARC Centre, managed by two Upper St based pharmacies. If it goes ahead, it would fill a geographical gap in our local provision and also have the involvement of a trusted local community organisation.
- 3.11 In line with national guidance, front-line health and social care workers have been prioritized for vaccination. A number of staff have already received the vaccine and prioritisation is underway for phase 2 to ensure we are best prepared for further vaccines being made available.

Communications

- 3.12 The council has continued to communicate extensively with residents, businesses and staff, using a range of channels to reach target audiences. This has meant responding at pace to last minute changes in Government guidance and playing a proactive role on issues that we know are important to local people, including the call to move all primary schools to online learning immediately after the Christmas holidays. Since early December, broadcast communication has included two additional all household Covid-19 door-drops, refreshed,

highly visible signage and banners in our parks, high streets, estates and council buildings and extensive digital communications including social and email.

- 3.13 We have worked closely with partners and with the community, seeking out trusted voices including healthcare professionals, faith leaders, VCS partners and council staff, to create engaging and shareable video content that has seen high engagement rates across our social channels.
- 3.14 The communications team have worked closely with councillors, council staff, VCS partners and residents, hearing about issues, concerns and myths directly from target community groups and sharing weekly scripts with trusted community voices in recording their own video content or relaying their own communications to targeted groups through hyper local channels, such as Whats app groups. This has proved invaluable in reaching some resident groups who are less likely to engage with council broadcast communications and will continue to play a vital role as the Covid-19 vaccine rollout gathers pace.
- 3.15 We have also taken steps to start communicating how the council will help to 'Rebuild a fairer Islington' once the crisis has passed, with a double page spread outlining plans across 4 priority areas – homes, jobs, community safety and the environment in the Islington Life Winter edition.
- 3.16 When Government guidance has changed, staff all staff immediately heard from the Chief Executive via an all-staff communication and have ensured that frontline staff who many not be routinely reading emails have access to up-to-date information through the website and through emergency staff information recorded phone line.
- 3.17 HR have continued to provide guidance, reassurance and signposting so that staff know how to ask for help and support with their wellbeing through this challenging period.

We are Islington and Test and Trace support

- 3.18 We Are Islington was launched on 21 March 2020 to support residents affected by the Covid Pandemic, bringing together a range of Council, voluntary and community services under a 'single umbrella' of support. The service assists people to access food, fuel and medication, as well as arranging someone to talk to if residents are feeling lonely or isolated, together with a wide range of other practical support. The service operates 9am to 5pm, 7 days a week including bank and public holidays and remained open throughout the Christmas and New Year period.
- 3.19 Since March, We Are Islington have assisted over 15,000 people – including helping almost 4000 to access food, 977 in financial difficulty, 907 with medication support, 321 with fuel support and over 1500 people with other welfare concerns. Demand for services continues, with sustained requests for assistance seen since the start of winter. Between 1 and 14 January, We Are Islington received 646 calls and emails, with requests for support with food, fuel, financial assistance and wellbeing remaining the four main areas of activity.

- 3.20 During the COVID-19 response, community food projects have formed a crucial part of the food support available in Islington. This has included the provision of hot meals, food parcels and surplus food projects. This approach has served to highlight many residents who remain in food poverty and as such, this service will continue as a key part of the current We Are Islington offer. Our aim is to ensure there is adequate crisis support so that no one goes hungry, whilst also working in partnership with colleagues across the Council and the community, including Resident Support and Income Maximisation, to help tackle the root causes of food insecurity.
- 3.21 The service is also responsible for supporting shielded and clinically extremely vulnerable residents and in March alone, made proactive contact with over 7700 people and almost 1000 other vulnerable residents identified as needing support. This included assisting with shopping, medication and working with local mutual aid and community groups and volunteers to offer wrap around support to ensure residents' basic needs were met. This proactive support has continued to be offered throughout the subsequent national and local lockdowns.
- 3.22 We Are Islington also worked with Children's Services to provide parents with food vouchers and other necessary assistance during the October school holidays. This service was maintained during the Christmas holidays and since the latest lockdown was announced, we have used funding from the Winter Grant to ensure parents and children continue to receive appropriate support.
- 3.23 In addition, in November 2020 We Are Islington launched a local test and trace service to support the national NHS Covid Test and Trace service, contacting residents they have been unable to speak to. The local test and trace service makes contact with residents by phone and where this was not possible, by visits to their homes. So far the Test and Trace service has dealt with just over 1000 Covid positive contact cases, with a significant increase in demand seen during December and into January. To support the test and trace programme, We Are Islington also supports residents to make applications for the Covid 19 Support Payment. This is available to residents that are on low incomes, have been told to self-isolate by NHS Test and Trace and are unable to work from home.
- 3.24 In December 2020, We Are Islington worked with NHS, Adult Social Care and Housing colleagues to design and implement a new Integrated Hospital Discharge Pathway as part of our We Are Islington offer. The new pathway was devised to help ensure vulnerable residents discharged from hospital over the Christmas and New Year holidays returned to a safe warm home, had enough to eat and drink and all their basic needs met - including organising support to prevent social isolation.
- 3.25 Whilst the service was only originally due to be in operation over the Christmas period, due to its success relieving pressure on Adult Social Care and NHS colleagues and supporting some of our most vulnerable residents, each of whom was provided with food hampers, shopping vouchers and other practical support, the service will now continue as a permanent We Are Islington offer. Discussions are also underway to develop a similar offer to further support the NHS by preventing unnecessary hospital admissions and facilitating the recovery of residents in the community.

Workforce data and support

- 3.26 The impact of Covid-19 on the council workforce continues to be monitored with managers reporting to HR and Public Health analysts on the numbers of staff working from home, working on site or unable to do so due to general sickness or sickness related to Covid-19. Staffing data (Sit-rep) continues to report to GOLD 3-times a week. The percentage of staff reported as unable to work reached a high point of 23% on 22 December 2020 remaining near the peak at 21% in early January 2021. By comparison, on 08 December, 9.5% staff were unable to work. The percent of staff reported as working on site has remained approximately 30-40% throughout this period. This reduced to 28.5% on 22 December 2020 as more staff took annual leave for the Christmas break. The percent of staff working from home falls between 48% and 58%.
- 3.27 On average, 80.5% of critical services reported performing as normal. Non-critical services were more impacted than critical services. An average of 66% of services reporting performing as normal and 28.5% of services reporting performing at a reduced service during this period. According to the figures reported on 15 January 2021, approx. 16.5% members of staff have been tested for COVID-19.
- 3.28 All managers are responsible for ensuring they are having Health and Wellbeing conversations with their staff to ensure that they check in on how staff are coping with the further lockdown, whether they have been working permanently on the front line, potentially at fast pace or in traumatic circumstances or sustained homeworking, often where the home environment is not conducive to remote working.
- 3.29 Individual Risk Assessments have been carried out for staff needing to work on-site with referrals to our occupational health provider, Medigold for specialist advice especially for those presenting as clinically vulnerable or extremely vulnerable.
- 3.30 In December, the homeworking equipment portal went live, allowing staff to purchase desks and chairs to support with sustained homeworking.

Public Health Impacts

- 3.31 Islington came out of the second lockdown in early December with an average of around 250 confirmed cases of COVID19 per week, and a positivity rate on testing of 5-6%. This was in stark contrast to the summer after Islington came out of the first lockdown, when on average there were around 10-15 confirmed cases per week and a typical positivity rate on testing of around 0.5% in the borough.
- 3.32 Confirmed infections began to increase again immediately the second lockdown ended, which we now know was in part linked to a new, more infectious variant of COVID19 which was becoming dominant across London at that time. Confirmed infections rose rapidly through December, reaching a range of c. 1800 – 2000 per week and a positivity rate on testing of 25% or higher over the Christmas week and the first week of the New Year. The true underlying rate of infection would have been much higher: at least a third of infections are non-symptomatic, and so unlikely to be identified by symptomatic testing,

for example; and surveys of underlying infection rates at that time were finding 1 in 30 Londoners had the virus.

- 3.33 **At the time of writing of this report, the cumulative effects of moving into Tier 4 restrictions prior to Christmas, the unknown impact of instruction not to mix households over Christmas, and then the move to the third national lockdown at the start of January, have resulted in a significant decline in confirmed infections.**
- 3.34 During the second week of January, confirmed cases fell to just under 1,400 with the positivity rate declining to 18.5%. Compared to any time other than the Christmas/New Year period, these rates remain extremely high, but the most recent data does provide encouraging signs that measures have been able to begin to get this more infectious variant of COVID19 under control.
- 3.35 Unfortunately, experience from the first lockdown and other areas which have had high surges of cases, indicates that the peak pressure on hospitals follow roughly two to three weeks after the peak in the general communities and the risk of care home outbreaks peak around three to four weeks later.
- 3.36 To date, the number of deaths among residents during this current surge in infections has been lower than during the first wave last spring. The cumulative number of deaths since March had reached 182 reported by 10 January 2021, with 11 deaths reported in the most recent fortnight. Hospitals report that more patients have recovered and been able to return home during this wave, but with the very significant increase in admissions of seriously ill people with COVID19 at all local hospitals, the number of deaths will sadly inevitably increase.

Preventing and mitigating disproportionate impacts

- 3.37 We continue to take action to prevent and mitigate the disproportionate impact of COVID 19 on Black and minority ethnic communities. The findings of a whole council review of actions were reported to an all members briefing on 24 November 2020. Monitoring data on outcomes and uptake of services by ethnicity has been at the core of our actions. Ethnicity data was not available for all deaths in wave 1 of the pandemic but we have subsequently implemented recording of ethnicity on death certificates.
- 3.38 We undertake live analysis of the uptake of PCR testing against positivity of tests by ethnicity. This has enabled us to target our engagement with all communities in a timely manner particularly those showing high positivity and low testing rates. The analysis of hard data was enhanced by invaluable community insights and focus groups shaping the response, engagement and messaging with our communities
- 3.39 Weekly key messages get prepared on hot topics for community members and faith leaders to create content and share information. These include videos, graphics on social media, imams' Zoom speeches at prayers and newsletters. A new toolkit and scripts were rolled out for community members to create and share their own video content in community languages to be shared on whatsapp and social media. Regular proactive communications with black and minority ethnic communities and faith communities is in place through VCS bulletins as part of the 'Local Outbreak Control - Communities Engagement Plan' with follow up calls.

- 3.40 Covid-19 Health Champions (CHCs) are trained and supported to help protect communities and keep residents safe by spreading the latest and most up to date guidance and encouraging people to implement the right measures. A total of 96 Covid-19 Health Champions have been recruited in Islington from a range of diverse backgrounds, including; Mutual aid groups and VCS organisations (23 CHCs); Black and Minority Ethnic Communities (10 CHCs) and faith groups (10 CHCs). CHCs have been proactively sharing the communication and resources from our weekly updates with those in their communities via email , WhatsApp and verbally. They attend weekly drop-in sessions and so are able to feedback information about how different communities are responding to latest covid-19 guidance/ notify us of any issues. Champions have produced videos including in Bengali which have been shared via WhatsApp and Twitter.
- 3.41 A range of virtual training is now in place for frontline staff and volunteers to better support residents. These are actively targeted at black and minority ethnic voluntary sector organisations and faith leaders, including: Mental Health awareness; Bereavement support; Suicide prevention; and Making Every Contact Count/ Good Conversations in challenging times.
- 3.42 A Social Connectedness Network is now in place to improve access to the 65 organisations delivering social connections support and to reduce social isolation, with a focus on inequalities. A briefing of support services has also been developed and disseminated to partners. A resident-facing leaflet is also being disseminated, it has been translated into community languages.
- 3.43 Pre-existing strong relationships with the community have paid dividends – the VCS network of organisations and Faith Forum supported by Islington councilors who local knowledge and connections has been invaluable have stepped in and work with WAI and mutual aid groups to support communities.

4 Implications

4.1 Financial Implications:

Based on the latest (Month 8) budget monitoring forecast for 2020/21, the council is currently facing total COVID-19 related budget pressures of approximately £59 million (£18 million additional costs and £41 million income losses).

The council has £26m of COVID-19 general Government grant funding to set against these pressures and is currently assuming compensation of £15.7m from the Government's sales, fees and charges loss scheme and £8.8m from the tax guarantee scheme for Collection Fund losses.

This leaves a net COVID-19 related funding gap of approximately £8m in the current financial year. These forecasts were prepared at the end of month 8 and therefore do not reflect London being placed into Tiers 3 and later 4 of COVID-19 local restrictions, or the national lockdown which began on 5 January.

This includes a potential in-year General Fund budget shortfall of £49 million in 2020/21, £11 million Council tax and business rates income losses that would impact the 2021/22 budget and £12 million HRA budget pressures. Any shortfall not funded by central Government would weaken the Council's balance sheet and reserves, which would need to be replenished in future financial years.

Rather than a one-off event that the council's budget is recovering from, it is expected that COVID-19 will continue to have a significant, currently unquantifiable, impact on the council's medium-term budget over and above the amount covered by the Government's COVID-19 support package announced to date.

The COVID-19 support package provides no funding for business rates income losses in 2021/22 and only provides support for sales, fees and charges income losses up until June 2021. It is essential that the council has sufficient annual contingency budget and reserves to boost financial resilience and protect residents. This is reflected in the council's Draft 2021/22 Budget Proposals and Medium-Term Financial Strategy report.

4.2 Legal Implications:

The Council's response to Covid-19 is in accordance with its statutory functions, including Best Value under the Local Government Act 1999 and the General Power of Competence under the Localism Act 2011, and the modification of its duties and powers by the Coronavirus Act 2020.

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

In April the council began feasibility and planning for a transport response to the Covid-19 global pandemic. This is because transport for London modelling predicts that, without action, traffic volumes may get much worse than before the crisis due public transport operating at 20% capacity. That's why the Council decided to take early to create more space for local people to walk, cycle, use buggies and wheelchairs as safe alternatives to using public transport since over 70% of households in Islington do not own a car.

As more people may choose to drive as lockdown restrictions are eased, traffic in residential areas is predicted to increase, making streets more dangerous and unhealthy for the people who live on them. Local people have told us that they want their streets to be friendlier places that are easier for everyone to use; to enjoy being outside in clean air; to make it safer for walking, cycling, using buggies and wheelchairs; to relax or play.

Multiple new work streams were identified early on to create space for people to social distance, safe alternatives to public transport and to prevent a car based recovery. In the weeks proceeding the first lockdown social distancing measures were installed to widen footways at key locations across the borough focusing on local high streets to support local businesses by creating space for customers to queue safely and also outside schools with narrow footways.

Further to these initial actions on the 18 of June 2020 the Executive approved the implementation of the People friendly streets programme which includes the acceleration of the School Streets programme across the borough, the delivery of Low Traffic Neighbourhoods and Lorry control on borough roads.

Islington has delivered on these commitments and now has the highest proportion of school streets at primary schools in the UK with 22 delivered between March 2020 and January 2021 bringing the total to 35 School Streets. Islington has also delivered the most substantial low traffic neighbourhoods in the UK since May 2020 with 7 delivered by January 2021 and many more planned. Islington has also delivered major 'pop-up' cycleways including the Pentonville Road to Holloway Road extension of segregated cycleway 38 and delivered York Way in Partnership with Camden.

Through the delivery of People friendly streets the council has clearly taken the opportunity to build back better by rebalancing many of Islington's streets in favour of more sustainable transport modes. Due to the urgency associated with the public health emergency, these measures have been introduced as genuine trials, whereby consultation has followed implementation. Speedy delivery was required to respond to Covid, but was also driven by guidance from Government and Transport for London. This unconventional approach of project delivery has not been without its problems. Going forward, the process of introducing the PFS programme is being reviewed in the context of continued need to address the ongoing public health emergency and addressing concerns about lack of prior community and business engagement.

4.4 **Resident Impact Assessment:**

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

Our impact assessment carried out last year highlighted some of these impacts, which were broadly in line with national research and findings about the impact of the pandemic. A brief summary is provided in the table below. In addition, further engagement was carried out by the Public Health Team to understand how residents have been impacted. The findings of our own assessment and engagement have informed our approach and the support provided set out in the various sections of this report. As the pandemic continues the impacts may change and new issues may come to light. We will continue to engage residents to ensure we understand the issues they face and use this to inform our approach.

Black and minority ethnic communities	<ul style="list-style-type: none"> • Higher diagnosis and fatality rates, underlying health conditions, risk of exposure to COVID • Economic impacts – higher rates of poverty, more likely to be in low paid work, self-employment. shut-down sectors • Increased risks of hate crime, DV, use of emergency powers, NRPF • <i>NB: impacts vary for different communities</i>
Older people	<ul style="list-style-type: none"> • Highest risk of death from COVID-19 • Wider health risks e.g. cancelled operations, social isolation • Older workers may struggle to get back into work
Children & Young people	<ul style="list-style-type: none"> • Risk of increased child poverty, food poverty • Vulnerable / SEND pupils not attending schools • Impact on education and employment outcomes • Use of predicted grades in absence of exams – will particularly impact some BAME pupils • Impacts for Islington pupils: impacts on lower performing groups, transitioning year groups, unconscious bias when predicting grades, access to / engagement in online learning
Men	<ul style="list-style-type: none"> • Higher rates of deaths from COVID compared to women • Men from some BAME communities are more likely to be impacted by shut-down and in poorly paid jobs
Women	<ul style="list-style-type: none"> • Increased risk of DV as a result of lockdown • Economic / employment impacts – more likely to have caring/childcare responsibilities during lockdown, more likely to be working in a sector that is now shut-down • Lone parents – increased risk of child poverty
Disabled	<ul style="list-style-type: none"> • Increased risk of COVID • Impacts on mental health and wellbeing • Impacts on employment (disabled people already have lower rates of employment),

	<ul style="list-style-type: none"> • Impacts of emergency measures on those with MH, and of virtual court trials on people with LD • Face masks communication difficult for Deaf People
Faith	<ul style="list-style-type: none"> • Access to culturally appropriate food • Information in own language • Issues around bereavement and burials • Unable to come together to pray, worship and provide support and pastoral care
LGBTQ+	<ul style="list-style-type: none"> • Increased delays for gender reassignment surgery • Increased risk of homelessness, mental health issues • Social isolation
Other key factors	<ul style="list-style-type: none"> • Deprivation • Occupation • Overcrowding • Living in urban areas • Underlying health issues / co-morbidities

5 Conclusion

5.1 Over the past 11 months, the Council has provided a robust response to the on-going challenges of the Covid-19 pandemic. We have continued to provide good quality core services to residents and will continue to support our workforce through these most challenging of times.

With the increase of testing sites and the roll-out of the vaccination optimism is fast emerging. The council will resume its program of works to rebuild back a Fairer Islington with a focus on addressing the structural inequalities that have come to light throughout this crisis and in line with the budget constraints set out in this report.

Background papers: None

Appendices: None

Final report clearance:

Signed by:

15 January 2021

Linzi Roberts-Egan, Chief Executive

Date

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Report of: Executive Member for Finance and Performance

Meeting of		Date	Agenda Item	Ward(s)
Executive		21 January 2021		All
Delete as appropriate	Exempt		Non-exempt	

DRAFT BUDGET PROPOSALS 2021/22 AND
MEDIUM-TERM FINANCIAL STRATEGY

1 SYNOPSIS

- 1.1 The principal purpose of this report is for the Executive to consider draft proposals in respect of the council’s 2021/22 budget and the latest assumed medium-term financial position.
- 1.2 The draft proposals take into account an unprecedented level of uncertainty around the council’s budget due to ongoing developments around the COVID-19 crisis and the delay of a longer-term local government funding settlement.
- 1.3 Outwith wartime, COVID-19 has caused the largest shock to the global economy on record, with severe restrictions put in place across huge swathes of economic and social activities. Rather than a one-off event that the council’s budget is recovering from, it is expected that COVID-19 will continue to have a significant, currently unquantifiable, impact on the council’s medium-term budget over and above the amount covered by the government’s COVID support package announced to date. For example, the COVID support package provides no funding for business rates income losses in 2021/22 and only provides support for sales, fees and charges income losses up until June 2021. Therefore, it is essential that the council has sufficient annual contingency budget and reserves to boost financial resilience and protect residents.
- 1.4 The COVID-19 crisis has had a massive impact on the council’s work, and how it supports and delivers its services to residents and local people. While supporting residents hardest hit by the pandemic, the council remains determined to make Islington a fairer place for all, so that:

- Everyone has a decent, genuinely affordable place to call home;
 - Everyone feels safe and does their bit to keep others safe too;
 - We build and support a thriving local economy that works for everyone, offering jobs and opportunities for local people; and
 - Everyone can enjoy a cleaner, greener, healthier future.
- 1.5 The 2021/22 budget outlines how the council will invest in new innovations and improvements to support that effort, including setting the foundations for becoming a net zero-carbon borough within a decade and continuing with our ambitious council house building programme. Alongside this, we are having to make savings of £25m in 2021/22 due to the impact of central government funding cuts over the past decade and rising costs and demand for council services. We have protected the services local people value and rely on, and we will continue to invest in the issues that matter most to our residents.
- 1.6 Based on the government's methodology, Islington's Core Spending Power (CSP) will increase by 3.7% in 2021/22, which represents a real term increase in resources but is less than the national average increase of 4.5%. The government has assumed that the council will increase core council tax by the maximum amount (1.99%) and will apply a 3% Adult Social Care (ASC) precept. Therefore, the draft 2021/22 budget and MTFS is premised on a proposed increase in the basic Islington council tax of 1.99% in 2021/22 and, subject to review as part of future budget setting cycles, assumed increases of 1.99% in 2022/23 and 2023/24. A 1.99% increase in the basic Islington council tax (excluding the GLA precept) for the average (Band D) property equates to an increase of around 47p per week, or 4p per week for working aged council tax support recipients.
- 1.7 The draft 2021/22 budget also assumes that the ASC precept of 3% will be applied. This equates to a further increase of around 70p per week for the average (Band D) property, or 6p per week for working aged council tax support recipients.
- 1.8 The Policy and Performance Scrutiny Committee will review the budget proposals on 25 January 2021 and its comments will be taken into account in finalising the budget proposals and proposed level of council tax for consideration by the Executive on 11 February 2021 and onward recommendation to Full Council on 25 February 2021.
- 1.9 The council will also be inviting comments from business rates payers and representatives of business rates payers in Islington on the draft 2021/22 budget proposals set out in this report. The consultation period will run from 13 January 2021 (upon the publication of this report and related communication to business rates payers and representatives of business rates payers) to 2 February 2021. Any comments received will be considered by the council before the final budget proposals for consideration by the Executive on 13 February 2021 and Full Council on 25 February 2021.
- 1.10 The contents of the report are summarised below.

Section 2 sets out the recommendations.

Section 3 summarises the assumptions within the General Fund (GF) Medium-Term Financial Strategy (MTFS) and sets out the 2021/22 net revenue budget as well as GF 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 2021/22 to 2023/24 capital programme and funding, and the latest indicative programme up until 2030/31. In the final version of the budget report, which goes to the Executive on 11 February 2021 and Full Council on 25 February 2021, the Capital Strategy, Treasury Management Strategy and Investment Strategy will also be included here.

Section 6 will include the detailed, statutory council tax calculations and any matters relating to retained business rates and, if applicable, the London Business Rates Retention (Non-Pilot) Pool in the final version of the budget report for Executive on 11 February 2021 and Full Council on 25 February 2021.

Section 7 details the matters to formally consider in setting the final budget, namely the comments of the Section 151 Officer and the Monitoring Officer, an Equality Impact Assessment (EQIA) of the budget proposals and budget consultation requirements.

2 RECOMMENDATIONS

The General Fund Budget 2021/22 and MTFs (Section 3)

- 2.1 To approve and recommend to council the latest assumed MTFs and balanced 2021/22 budget, including the underlying principles and assumptions. (**Paragraphs 3.1-3.30, Table 1 and Appendix A**)
- 2.2 To note the unprecedented level of uncertainty in the estimates due to COVID-19 and the wider local government funding outlook. (**Paragraphs 3.31-3.41**)
- 2.3 To approve and recommend to council the latest draft 2021/22 net budgets by directorate. (**Paragraph 3.5, Table 2 and Appendix A**)
- 2.4 To approve and recommend to council the 2021/22 savings (**Paragraphs 3.42-3.45, Table 6 and Appendices B1-B2**), which in some cases remain subject to consideration of individual consultations before implementation.
- 2.5 To note the Dedicated Schools Grant (DSG) settlement for 2021/22 and related funding assumptions. (**Paragraphs 3.46-3.55**)
- 2.6 To approve the fees and charges policy and the GF fees and charges for 2021/22. (**Paragraphs 3.56-3.63 and Appendices C1-C5**)
- 2.7 To approve and recommend to council the policy on GF contingency and reserves, including the target level of GF balances, and agree the movements to/from earmarked reserves assumed as part of the 2021/22 revenue budget. (**Paragraphs 3.64-3.72 and Table 7**)
- 2.8 To approve and recommend to council that the Section 151 Officer be delegated responsibility for any technical adjustments required to be made to the 2021/22 budget (in line with the council's Financial Regulations).
- 2.9 To approve and recommend to council that centrally held demographic growth be allocated to service budgets if and when the need materialises and approved by the Section 151 Officer. (**Paragraph 3.9**)

The HRA Budget and MTFs (Section 4)

- 2.10 To approve and recommend to council the balanced HRA 2021/22 budget and note the latest estimates over the 3-year MTFs period. (**Paragraphs 4.1-4.3, Table 8 and Appendix D1**)
- 2.11 To approve the HRA rents and other HRA fees and charges for 2021/22. (**Paragraphs 4.4-4.30, Tables 9-12 and Appendix D2**)

Capital Investment and Treasury and Investment Management (Section 5)

- 2.12 To approve and recommend to council the draft 2021/22 to 2023/24 capital programme, including investment in projects related to the council's net zero carbon priority, and note the latest indicative capital programme for 2024/25 to 2030/21. (**Paragraph 5.1-5.5, Table 13 and Appendix E**)
- 2.13 To note the estimated funding of the 2021/22 to 2023/24 capital programme and 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. (**Paragraphs 5.6-5.7** and **Table 14**)

- 2.14 To note that the final version of the budget report to the Executive on 11 February 2021 and Full Council on 25 February 2021 will include the Capital Strategy, Treasury Management Strategy and Investment Strategy. (**Paragraph 5.8**)

Council Tax and Retained Business Rates (Section 6)

- 2.15 To note that the detailed, statutory council tax calculations and the recommendations for the final 2021/22 council tax, including the GLA precept, will be included for agreement in the final budget report to the Executive on 11 February 2021 and Full Council on 25 February 2021. (**Paragraphs 6.1-6.2**)
- 2.16 To approve that authority be delegated to the Section 151 Officer to finalise the council's 2021/22 NNDR1 (detailed business rates) estimate ahead of the 31 January 2021 statutory deadline. (**Paragraph 6.3**)
- 2.17 To note that, if applicable, any matters relating to the London Business Rates Retention (Non-Pilot) Pool in 2021/22 will be included for agreement in the final budget report to the Executive on 11 February 2021 and Council on 25 February 2021. (**Paragraphs 6.5-6.6**)
- 2.18 To note the significant funding risk for the council in relation to Material Changes in Circumstances business rates appeals due to COVID-19. (**Paragraphs 6.7-6.9**)

Matters to Consider in Setting the Budget (Section 7)

- 2.19 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 7.1-7.9**)
- 2.20 To note the Monitoring Officer comments. (**Paragraphs 7.10-7.14**)
- 2.21 To note the Equality Impact Assessment (**Paragraphs 7.15-7.17** and **Appendix F**) and to take fully account of it in approving the overall budget and related proposals.
- 2.22 To note that the council is inviting business rate payers or representatives of business rate payers in Islington to comment on the draft 2021/22 budget proposals in this report, as required under Section 65 of the Local Government Finance Act 1992. (**Paragraphs 7.18-7.20**)

3 GENERAL FUND MTFS AND 2021/22 REVENUE BUDGET

Summary of MTFS 2021/22 to 2023/24

- 3.1 The latest assumed budget position in 2021/22 and over the medium term is summarised in **Table 1** and detailed at **Appendix A**. There was an estimated gross budget gap of £25.765m in 2021/22 (balanced in full by the proposals in this report) and £80.427m over the medium term (with a remaining estimated 3-year gap of £34.211m after the proposals and underlying assumptions in this report).

Table 1 – Summary Budget Gap 2021/22 to 2023/24

	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Inflation and demographic growth	9.464	14.431	19.175	43.070
Base budget pressures	9.649	0.465	(0.100)	10.014
Corporate costs (e.g. capital financing/levies)	6.609	0.580	4.441	11.630
COVID-19 budget pressures/risks	5.500	0.000	0.000	5.500
Government funding	(5.457)	11.021	4.649	10.213
Gross Budget Gap	25.765	26.497	28.165	80.427
Assumed savings	(25.284)	(8.200)	(2.367)	(35.851)
Council tax base	4.496	(4.561)	(0.989)	(1.054)
Council tax increases (1.99% per annum)	(1.985)	(2.045)	(2.106)	(6.136)
ASC precept (3% in 2021/22)	(2.992)	(0.090)	(0.093)	(3.175)
Net Budget Gap	(0.000)	11.601	22.610	34.211

3.2 The MTFS is under-pinned by the following key principles:

- Setting a balanced budget for the year ahead and working up robust estimates and funding scenarios over a 3-year period, as well as longer-term horizon scanning;
- Fully budgeting for ongoing budget pressures, and not applying one-off funding to bridge ongoing funding gaps;
- Reflecting the ongoing revenue cost of the capital programme (both the cost of servicing and, very importantly, setting aside enough to prudently repay debt principal) in the revenue budget, taking into account the potential for interest rates to increase;
- Not assuming additional funding from central government until it is confirmed, and developing exit plans in the event that specific funding streams end at short notice;
- Increasing the level of council tax in line with the government's expectations in local government finance settlements, in order to avoid an ongoing shortfall in the base budget; and
- Setting a sufficient contingency budget for in-year budget risks and using one-off funding to strengthen financial resilience in reserves for hardening budget risks over the medium term.

3.3 The medium-term financial outlook for local government is the most uncertain it has ever been and there is unlikely to be any degree of certainty for some time. The economic ramifications of the COVID-19 pandemic are going to take some years to unfold, with an inevitable impact on public sector spending settlements going forward. The estimated medium-term budget outlook will be kept under review and could be subject to significant change as further information emerges on key budget variables, including the following:

- Ongoing COVID-19 income losses and expenditure/demographic pressures, and the extent to which these are covered by central government funding;
- Delivery of the savings programme;
- The longer-term government Comprehensive Spending Review (CSR) and future local government finance settlements, and potential funding distribution reforms such as the reset of business rates retention growth and the fair funding review; and
- The impact of wider planned government reforms of the business rates system and social care funding system.

3.4 The national economic outlook and the potential medium-term local government funding implications are considered in more detail later in the report.

Net Revenue Budget 2021/22

3.5 Within the balanced 2021/22 budget position, **Table 2** summarises the latest draft 2021/22 net revenue budget by directorate (cash-limited budgets). A breakdown of the movement between the 2020/21 and 2021/22 budget is shown in **Appendix A**.

Table 2 – Net Revenue Budget 2021/22

	2021/22 Net Budget £m
Chief Executive's	0.695
Environment and Regeneration	10.684
Housing	9.138
People	143.882
Public Health (net nil as wholly grant funded)	0.000
Resources	41.340
Net Services	205.739
Corporate Items	6.791
Net Operating Budget	212.530
Contingency	5.000
COVID-19 Contingency	5.500
Transfer to Earmarked Reserves	8.606
Corporate Specific Grants	(7.540)
Net Budget Requirement	224.096
Settlement Funding Assessment	(109.848)
Business Rates Growth/Section 31 Grant	(14.999)
Council Tax Requirement	99.249

3.6 The estimates and Council Tax Requirement in **Table 2** are subject to change before the final proposed budget to the Executive on 11 February 2021 and Full Council on 25 February 2021. This includes potential adjustments in relation to the council tax base due to be set by Audit Committee on 25 January 2021 and the 2021/22 detailed business rates estimate (NNDR1) due to be submitted to MHCLG by 31 January 2021.

Key Revenue Cost Pressures

3.7 The government announced in Spending Review 2020 (SR20) that there will be a public sector pay freeze in 2021/22, excluding frontline NHS staff and those earning less than £24,000 (who will receive a minimum increase of £250). This is the assumption in the proposed 2021/22 budget, with a 2.5% per annum increase estimated from 2022/23 onwards. However, it is important to highlight that the government does not set the pay award for local government. If a local government pay increase is agreed for 2021/22, this

would be funded from the revenue contingency budget, in-year, with the ongoing impact subsequently reflected in future year budgets. Employer pension contributions are expected to be unchanged in 2021/22 based on the 2019 triennial pension fund valuation.

- 3.8 The MTFs also provides for non-pay/contract inflation pressures of £5m per annum, the majority of which relates to inflation on the council’s adult social care contracts with providers and the associated London Living Wage cost increases. This is in line with previous years and consistent with the latest departmental projections.
- 3.9 A further, significant cost pressure facing the council is the increasing quantum and complexity of demand for council services, including in adult and children’s social care and homelessness/No Recourse to Public Funds (NRPF) services. Based on the latest forecasts, albeit highly uncertain due to the ongoing impact of COVID-19, the MTFs assumes demographic budget growth of £4.307m in 2021/22 and £13.723m over the medium term. It is recommended that this demographic growth is held centrally and allocated to service budgets in-year once a more evidenced assessment is available and approved by the Section 151 Officer. There is a risk that COVID-19 leads to a long-term increase in demand for some council services (e.g. mental health services).
- 3.10 The proposed 2021/22 budget includes funding for ongoing base budget shortfalls that have been evidenced in the current financial year, as well as budget increases for the following areas in **Table 3** to support wider council improvements and transformation.

Table 3 – Funding for Council Improvements 2021/22

	£m
Equalities (recurring)	0.270
Organisational development (recurring)	0.450
HR improvements (recurring)	0.350
HR investment (one-off)	0.500
Total	1.570

- 3.11 Based on current treasury management assumptions, the MTFs fully provides for the capital financing costs (interest cost and repayment of debt) of the proposed 2021/22 to 2023/24 capital programme presented in **Section 5** of this report. The proposed 2021/22 budget also includes a recurring £0.6m per annum for additional revenue costs of the council’s net zero carbon programme.
- 3.12 The council is required to pay levies to a number of external organisations, estimated to total £18.663m in 2021/22. The most significant levies are the council’s contribution to Transport for London (TfL) for the cost of concessionary fares (London Freedom Pass) and the North London Waste Authority (NLWA) levy towards the disposal of household waste in partnership with across six other north London boroughs.
- 3.13 The estimated levies for 2021/22 are shown in **Table 4**.

Table 4 – Levies 2021/22

	2021/22 Budget £m	2021/22 Estimate £m	Increase/ (Decrease) £m
Concessionary Fares (London Freedom Pass)	11.392	9.932	(1.460)
North London Waste Authority	6.363	6.368	0.005
London Pensions Fund Authority	1.162	1.185	0.023
Inner London North Coroners Court	0.332	0.360	0.028
Traffic and Control Liaison Committee	0.268	0.254	(0.014)
Lee Valley Regional Park Authority	0.190	0.194	0.004
Environment Agency (Thames Region)	0.186	0.190	0.004
London Boroughs Grants Scheme	0.179	0.180	0.001
Total	20.072	18.663	(1.409)

- 3.14 The council's MTFS previously assumed a £1.144m overall increase in levies in 2021/22 compared to 2020/21. Based on latest estimates, and largely due to the impact of COVID-19 on activity levels (e.g. reduced concessionary fares passenger numbers), the latest estimate is a £1.409m decrease in 2021/22. This £2.553m decrease from the previous MTFS assumption (approximately comprising a £1.7m decrease in the concessionary fares estimates and a £0.9m decrease in the NLWA levy estimate) means that there is a one-off balance of £2.553m in 2021/22 to transfer to a levies smoothing earmarked reserve. This will help mitigate against future unexpected levy increases (such as fluctuations in borough waste tonnages that are used to calculate the NLWA levy).

Local Government Finance Settlement 2021/22

- 3.15 The provisional local government finance settlement for 2021/22 was announced on 17 December 2020, with the final settlement due to be announced in February 2021.
- 3.16 Based on the government's methodology, Islington's Core Spending Power (CSP) will increase by 3.7% in 2021/22, which represents a real term increase in resources but is less than the national average increase of 4.5%. This assumes that the council raises council tax by the maximum amount (1.99% referendum limit & 3% ASC precept).
- 3.17 In calculating CSP, the government has also assumed that each authority's taxbase has increased in line with their average taxbase growth since 2016/17. However, in reality the taxbase may be lower than this because COVID-19 has resulted in lower growth rates and lower collection rates, combined with higher costs of local council tax support. The ability of an authority to generate additional resources from local council tax (i.e. the local taxbase) is now increasingly important in determining its increase in CSP. Islington's taxbase is below the London average, meaning that there is relatively lower scope for the council to raise additional income from council tax.
- 3.18 **Settlement Funding Assessment (SFA)/S31 grant for under-indexation** – Islington's SFA is made up of a Baseline Funding Level (BFL) under the partial business rates retention system (comprising a business rates baseline and a 'top-up' grant) and Revenue Support Grant (RSG). This is summarised in **Table 5** below. In 2021/22, RSG will increase in line with the Consumer Price Index (CPI, 0.55%) and the BFL will be the same as in 2020/21 (owing to it being directly linked to the small business rates multiplier, which will be frozen in 2021/22). The council will receive additional S31 grant to compensate for the impact of the small business rates multiplier freeze compared to a 0.55% inflationary uplift on SFA.

Table 5 – Settlement Funding Assessment (SFA)

	2020/21 £m	2021/22 £m	Change £m
Business rates baseline	82.456	82.456	0.000
Top-up grant	2.798	2.798	0.000
Baseline Funding Level	85.254	85.254	0.000
Revenue Support Grant	24.458	24.594	0.136
Settlement Funding Assessment	109.712	109.848	0.136

- 3.19 The business rates baseline is the amount that the government expects the council to retain under the Business Rates Retention System. In addition, the council retains a 30% share of any additional business rates income that the council collects over and above the business rates baseline. Conversely should business rates shrink, the council fully stands its share of the loss of the first 7.5% below the business rates baseline. This means the council would meet the first £15m of business rates losses before receiving support. The council also receives compensation (Section 31 grant income) to offset the impact of government initiatives (e.g. new business rates reliefs) on its retained business rates income. The council's retained business rates funding is considered in more detail in Section 6 of this report.
- 3.20 **Social care grant funding** – The council's share of the £300m additional Social Care Grant announced in SR20 is £2.596m (assumed ongoing but subject to confirmation in the next Spending Review/settlement). Allocations of the £300m grant have been 'equalised' for each authority's ability to generate income from the ASC precept (equalisation has been limited to £240m). All other social care grant funding in 2020/21 continues unchanged into 2021/22 (no inflation has been applied). In total, this means that the council will receive social care grant funding of £24.854m in 2021/22, comprising £14.076m Improved Better Care Fund and £10.778m Social Care Grant. However, there remains uncertainty around the 2021/22 allocation from the former Independent Living Fund (ILF) recipient grant (£1.182m for Islington in 2020/21).
- 3.21 **New Homes Bonus (NHB)** – The NHB will operate on the same basis in 2021/22 as in 2020/21. New allocations relating to housing growth over the past year will be one-off in nature and will not result in legacy payments in subsequent years on those allocations. Based on this, Islington will receive £2.448m NHB grant in 2021/22 (a decrease of £2.821m compared to 2020/21), diminishing to £0.649m in 2022/23 and zero by 2023/24 as legacy payments for prior year housing growth fall out. A consultation on the reforms to the New Homes Bonus will commence shortly, with the aim to implement in 2022/23.
- 3.22 **Lower tier services grant** – There is a new, one-off lower tier services grant of £111m, of which Islington will receive £0.922m. The function of this grant appears to be to reduce the range of increases in CSP, largely by 'levelling up' those with the lowest taxbases, and to provide a 'floor' increase for every authority (i.e. to ensure that no authority's CSP is lower in 2021/22 than it was in 2020/21).
- 3.23 **Troubled families** – The government has now confirmed that the same amount (£165m) will be available nationally in 2021/22 as in 2020/21. Whilst there remains uncertainty around the council's allocation, the MTFs currently assumes that costs will be contained within the available government funding, which is subject to demonstrating in the monitoring visit that the work carried out continues to represent value for money in outcomes for families and continued transformation.
- 3.24 **Homelessness Prevention Grant** – This grant combines and increases the previous Flexible Homelessness Support and Homelessness Reduction Grant. Islington's allocation for 2021/22 is £3.667m, an increase of £0.619m compared to 2020/21.

- 3.25 A number of other specific grants, including the ring-fenced Public Health grant, sit outside the main local government finance settlement and for which 2021/22 allocations have not yet been announced. The MTFs assumes that any changes in these specific grants compared to 2020/21 will be contained within the related service area.

COVID Support Package 2021/22

- 3.26 Alongside the provisional local government finance settlement, the government published a consultative policy paper with further details on the COVID Support Package for 2021/22 announced in SR20. **It is expected that COVID-19 will continue to have a significant impact on the council's budget over and above the amount covered by this COVID support package. Therefore, it is essential that the council has sufficient annual contingency budget and reserves to boost financial resilience and protect residents.**
- 3.27 Final allocations on the £1.55bn COVID-19 tranche 5 grant have been announced (£9.312m for Islington). **The government has advised that councils should plan for no further funding, other than this package, to meet COVID-19 costs in 2021/22.**
- 3.28 The government propose to distribute a £670m Local Council Tax Support (LCTS) grant based on each billing authority's share of the England level working-age local council tax support caseload (using data from 2020/21 Q1 and Q2), adjusted to reflect the average bill per dwelling in the area. Islington's indicative allocation is £3.6m, and it is assumed in the draft 2021/22 budget that this is directly offset against a lower council taxbase due to the increased cost of providing the council's approved council tax support scheme. **The cost of council tax support in 2021/22 and over the medium term is highly uncertain as it will depend on future developments in the economy, including the level of unemployment, and government measures to support businesses and individuals.**
- 3.29 There will be a local tax guarantee scheme to provide compensation for 75% of irrecoverable council tax and business rates losses in the Collection Fund relating to 2020/21. Collection Fund deficits will also be spread over 3 years (2021/22 to 2023/24) instead of fully impacting on the 2021/22 budget as would ordinarily be the case. The government has set out how losses in scope of the 75% local tax income guarantee will be measured. For council tax, this is broadly a comparison of each authority's council tax requirement and an adjusted net collectable debit. For business rates, this is broadly a comparison of income as calculated in the National Non-Domestic Rates (NNDR) statistical collection forms 1 and 3. The local tax guarantee scheme for 2020/21 Collection Fund losses will help to mitigate the impact on the council's balance sheet in 2021/22. However, it applies to 2020/21 losses only. **COVID-19 is expected to have a significant, currently unquantifiable, adverse impact on council tax and business rates income beyond 2020/21 that remains unfunded and a significant uncertainty in our budget planning for 2021/22 and over the medium term.**
- 3.30 The sales, fees and charges income loss scheme (whereby local authorities can claim back funding for 75% of income losses from sales, fees and charges, where these losses are greater than 5% of the council's planned income receivable) will continue for the first quarter of 2021/22 (until the end of June 2021). **It is likely that sales, fees and charges income losses will continue long after June 2021.**

Medium-Term Funding Outlook

National Picture

- 3.31 The national economic outlook is highly uncertain, even more so with the recent Tier 4 restrictions impacting an increasing percentage of the UK population. There is some hope

with the development and approval of vaccines; the speed of vaccine rollout, as well as actual vaccine efficacy, will impact greatly on the pace at which the UK recovers from the pandemic, both in health and economic terms.

- 3.32 COVID-19 has delivered the largest peacetime shock to the global economy on record, greater even than the Great Depression or the 2008 Global Financial Crisis. There has been an unprecedented fall in national income, a huge rise in the in-year government deficit and the level of the overall UK national debt (effectively, accumulated deficits) has soared past £2tn, greater than 100% of the UK's Gross Domestic Product (GDP). The Office for Budget Responsibility's (OBR) central forecast assumes an 11% fall in GDP in 2020/21, the largest annual reduction since the Great Frost of 1709.
- 3.33 The OBR's latest, central forecast is that the combined impact of COVID-19 on the economy and the government's fiscal response, will result in a deficit of £394bn in 2020/21 (19% of GDP), with national debt at 105% of GDP. The central forecast then estimates that the in-year deficit falls to £102bn by 2025/26 (3.9% of GDP). Based on this forecast, the OBR estimate that a fiscal adjustment of £27bn would be required to match day-to-day spending to tax receipts by the end of 2025/26. This means an increase in taxation, a reduction in government spending, or a combination of the two. The size of the estimated fiscal adjustment may vary going forward; the Institute for Fiscal Studies had anticipated that this fiscal adjustment, prior to SR20, could be as high as £40bn. Any required fiscal tightening in the range of £27bn to £40bn, or higher, will involve some form of significant budgetary constraint for government departments over the medium term; fiscal tightening purely via tax increases is hard to envisage as being politically feasible, nationally.

Local Government Funding

- 3.34 The headline announcement in the 2021/22 Provisional Local Government Finance Settlement is of a £2.2bn (4.5%) increase in Core Spending Power for local government in England. However, it is estimated that only £300m of this will come in the form of additional central government funding. The remaining £1.9bn is estimated to come from increases in council tax bills of up to 5%. Taken in the context of the national economic outlook, this is very concerning for local government going forward. Local government (ring-fenced schools funding aside) has not been a 'protected' spending area over the past decade, unlike expenditure priorities such as the National Health Service (NHS) and Pensions; before COVID-19, the NHS and Pension budgets accounted for nearly 40% of government spending, with defence and interest costs taking the percentage up to 50%. This means that any spending reductions from the significant fiscal tightening required over the medium term will fall on a narrow set of spending departments, local government included. At best, this may mean that local government can expect cash flat local government finance settlements going forward, and potentially cash reductions.
- 3.35 The longer-term CSR and planned reforms to the local government finance system around business rates retention and the 'Fair Funding Review' (Review of Relative Needs and Resources) have all been delayed until 2021/22.
- 3.36 The 'Fair Funding Review' presents a particular risk to Islington Council with the potential that government funding could be redistributed away from authorities such as London boroughs (in particular, inner London) towards counties and districts; this is an added layer of risk over and above the local government funding outlook that could see cash flat funding, on average, nationally.

Business Rates Review

- 3.37 A fundamental Business Rates Review is due to report in Spring 2021 on how the business rates system works, issues to be addressed, ideas for change and alternative taxation options. This is likely to have significant consequences for local government funding.

Business rates are a principal funding stream for local government, currently funding over 40% of local government spending and, since 2013/14, the business rates retention scheme has created a direct link between local business rates growth and locally retained funding. The government has noted that the “impact on the local government funding system will be an important consideration in reviewing the tax”.

- 3.38 London Government has long held common ambitions regarding a greater role over the setting and retention of business rates and has worked closely together to put this case to government. In recent years concerns have been repeatedly raised regarding the sustainability of the tax, which is in desperate need of reform. The review is therefore very welcome.
- 3.39 However, it comes at a time of growing economic uncertainty caused by the COVID-19 pandemic, in which London businesses have been hit very hard. The grant support and temporary rate relief provided by the government to date has been very welcome, but substantial challenges remain for the foreseeable future, particularly in the retail, hospitality and leisure sectors.
- 3.40 More broadly, central London and its town centres – in common with cities across the country – face potentially far-reaching changes in business activity and property use, and it is too early to tell what the long-term impact will be on the commercial property market.
- 3.41 The review comes at an important crossroads for local government finance, with fundamental decisions to be taken soon regarding the overall quantum of local government funding in the next CSR period, the funding of adult social care reform, the business rates retention scheme, the ‘Fair Funding Review’ and on the broader relationship between local and central government in the Devolution and Recovery White Paper.

Revenue Savings

- 3.42 The 2021/22 revenue budget assumes the delivery of savings totalling £25.284m in 2021/22, of which £14.086m are new savings proposals for approval in this report (**Appendix B1**) and £11.198m are previously agreed from prior year budget setting processes (**Appendix B1**). This is summarised by type of saving in **Table 6**.

Table 6 – 2021/22 Budget Savings

	New £m	Previously Agreed £m	Total £m
Efficiency	8.272	7.931	16.203
Funding substitution	2.149	0.000	2.149
Growth reduction	0.330	0.000	0.330
Income	1.469	1.617	3.086
Reduction in demand	0.450	0.000	0.450
Service reconfiguration	1.416	1.650	3.066
Total	14.086	11.198	25.284

- 3.43 It should be noted that a number of the proposed savings remain subject to individual consultation before they can be implemented. In the event that any savings do not proceed as planned following consultation, any in-year budget would need to be funded from the corporate contingency budget.
- 3.44 Updates on the delivery of the 2021/22 budget savings will be provided as part of the 2021/22 budget monitoring process.
- 3.45 The estimated future year implications of 2021/22 savings proposals in 2022/23 and 2023/24 are taken into account in the remaining medium-term budget gap that was

presented in **Table 1**. These will be worked up further ahead of their inclusion in future year budget reports.

Dedicated Schools Grant (DSG) Funding

- 3.46 The provisional DSG settlement for 2021/22 was announced by the Department for Education (DfE) on 17 December 2020. The final settlement for the schools block and the central schools services block is due before the start of the next financial year. The early years block is subject to retrospective adjustments and will not be finalised until Summer 2022.
- 3.47 The DSG provisionally totals £196.062m for Islington in 2021/22, an overall increase of £10.149m on 2020/21. The provisional allocation includes the roll-in of the Teachers' Pay Grant (TPG) and the Teachers' Pension Employer Contribution Grant (TPECG) that account for £5.823m of the increase in funding across the Schools Block and High Needs Block. A revised like-for-like comparison is an increase of £4.326m (2.3%).

Schools Block

- 3.48 This block is the main source of funding for mainstream schools and academies. Almost all of this funding is allocated to schools through the schools funding formula, with a small amount retained for growing schools and to support those with falling rolls, subject to specific criteria being met.
- 3.49 At a national level, schools block funding is set to increase by £7.1bn by 2023/24 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 2023/24. Islington will receive an additional £0.892m (0.7%) in 2021/22 after allowing for the roll in of TPG and TPECG. 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 has agreed to implement the National Funding Formula in full in 2021/22. This is due to be considered by Schools Forum in January 2021 before being signed off by the Executive Member for Children's and Families.

Central School Services Block (CSSB)

- 3.50 The CSSB provides funding for the provision of central services to schools and academies by local authorities. The council has received a 20% funding reduction (£0.132m) in relation to historic commitments, and a 0.5% funding increase (£0.005m) in relation to ongoing responsibilities. Further to this there has been an allocation of £0.101m for the roll in of TPG and TPEGC, leading to an overall reduction of 1.6% (£0.026m).

High Needs Block

- 3.51 The High Needs Block supports provision for children and young people with SEND from their early years to age 25 and alternative provision for pre-16 pupils who cannot receive education in schools. There is a like-for-like increase of 10% (£3.427m) in this Block in 2021/22 after allowing for the roll in of TPG and TPEGC. The provisional allocation for high needs is subject to a number of adjustments by the DfE and won't be finalised until the summer term 2022.
- 3.52 The additional funding will go some way to offsetting DSG demographic pressures in relation to children and young people with high needs. It is estimated that this will be sufficient to meet high needs budget pressures until the end of 2022/23. As there is no guarantee that the council will receive further funding increases beyond 2021/22, any unused balances from 2021/22 will be carried forward to phase in cost pressures from 2023/24.

Early Years Block

- 3.53 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 2021/22 at £7.81 per eligible child per hour, while the rate for 2-year-old provision has increased by 8p (1.2%) to £6.66 per eligible child per hour.
- 3.54 There is a significant funding risk for early years. Allocations are based on the January census, and the government have confirmed that they will be using the January 2021 census, despite participation being significantly lower than pre-pandemic levels. Reductions in funding will be capped at 15% of the January 2020 census, which exposes Islington to a potential loss of up to £2.9m.
- 3.55 The local early years funding formula and factor values and central retention are due to be agreed by the Schools Forum in January 2021. Central retention remains capped at 5% of Early Years Block funding. As in previous years, the council is applying to the Secretary of State to dis-apply 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

- 3.56 Some fees and charges are prescribed by statute and are not within the council's power to vary locally; others are discretionary and set as part of the annual budget setting process.
- 3.57 In setting the fees and charges policy, consideration is given to the current level of inflation in the economy as well as the level of inflation expected to prevail over the forthcoming financial year.
- 3.58 The most widely used measure of inflation is the Consumer Price Index (CPI). This is currently very low (0.3% in November 2020) due to the extraordinary circumstances of the COVID-19 pandemic and therefore is not considered the best current estimate of inflation for the 2021/22 financial year.
- 3.59 For budget planning purposes, the council's proposed policy is to uplift discretionary fees in line with external estimates of the level of inflation during 2021/22 unless a variation is agreed. The average estimates at the point finalising the proposed fees and charges schedule is 2% which is also in line with the government's official target inflation rate therefore this level has been applied.
- 3.60 Possible reasons for variation from the standard 2.0% uplift include separate existing council policy, benchmarking with alternative providers, level of increases in recent years and rounding for efficiency of collection.
- 3.61 Based on the policy, the proposed General Fund discretionary fees and charges for 2021/22 are set out at **Appendices C1-C5**.
- 3.62 Any increase in fees and charges income that has not already been included separately as part of the budget savings proposals will be fully factored into the overall budget planning assumptions for the relevant services to cover corresponding inflation in costs incurred by the council.
- 3.63 It is proposed that this policy also applies to HRA fees and charges, with the exception of HRA rents that will be increased in line with the government rent standard (September CPI 0.5% + 1%). HRA fees and charges are considered in the HRA section (**Section 4**) of this report.

General Fund Contingency, Reserves and Balances

- 3.64 A fundamental element of the robustness of the council's annual budget and MTFS is the level of contingency budget, earmarked reserves and GF balance, as determined by the Section 151 Officer.
- 3.65 Even prior to the COVID-19 crisis, the 2020/21 budget report had noted the need for the council to strengthen its financial resilience for deteriorating budget risks over the medium term.
- 3.66 Similarly, the findings of the External Auditor on the 2019/20 Statement of Accounts noted that the council's non-schools GF reserves are below the average level for London Boroughs and that:
- "It is critical that management continue to look beyond the current crisis and maintain sufficient reserves relative to likely future pressures as systemic change and transformation become embedded and begin to realise substantive recurrent savings, to mitigate risks posed by external factors outside of member and officer control."*
- 3.67 The significant expenditure pressures and income shortfalls incurred within a few weeks of the COVID-19 lockdown have highlighted the underlying level of risk in the council's budget. In particular, the council is currently estimating one of the highest COVID-19 sales, fees and charges income losses in London.
- 3.68 The 2021/22 budget includes an ongoing corporate contingency budget of £5m per annum, broadly in line with the 2020/21 financial year. The contingency budget is available as a last resort for in-year contingency pressures that cannot be funded from compensating underspends elsewhere and subject to approval in line with the council's Financial Regulations. Directorates agree cash limited budget allocations and take responsibility for delivering a balanced budget unless a business case, presenting an exceptional circumstance, for contingency funding is approved.
- 3.69 Islington's current GF balance (£16.7m, excluding schools balances) equates to just over one week of GF gross expenditure. It is proposed that any underspend on the contingency budget at the end of each financial year is used to increase the GF balance (excluding schools balances) from the current level towards a target level of £40m over the medium to longer term. This £40m target level of GF balance (excluding schools balances) is approximately based on the latest estimated COVID-19 budget shortfall in the current financial year. It is the view of the Section 151 Officer that this is a reasonable proxy, subject to annual review, for the level of unquantifiable risk in the council's budget (as captured in the latest Principal Risk report to the council's Audit Committee in September 2020), and therefore the target balance needed to deal with economic shocks and insulate the council from potential cuts to key services in the short term.
- 3.70 In addition to the corporate contingency budget, the council has set aside an additional COVID-19 contingency budget of £5.5m. The current expectation is that this will be needed in full in 2021/22 for COVID-19 expenditure and income budget pressures not funded by available central government funding. If there is any underspend on COVID-19 contingency at the end of the financial year, it is recommended that this is transferred to earmarked reserve for COVID-19 pressures.
- 3.71 The government's financial assistance towards COVID-19 pressures will create complexities for reporting at the end of the current financial year due to timing differences between when funding is received and when it is applied against budget pressures. This is particularly the case for S31 grant compensation for COVID-19 business rates reliefs, where the grant income has been received in the current financial year, but the associated budget pressures will not come through until 2021/22 due to accounting arrangements. Given this complexity and the significant uncertainty around the level of COVID-19 grant

funding that will be carried forward in earmarked reserves at the end of the financial year, COVID-19 reserve movements have been excluded from the earmarked reserves forecast.

3.72 The estimated level of GF reserves, reflecting current known movements, over the 3-year MTFS period is shown in **Table 7** followed by a brief description of each reserve. This reflects known reserves movements at the time of writing, and assumes that the estimated budget gap for 2022/23 and 2023/24 will be fully closed without drawing down on reserves. It is expected that there will be additional movements to/from reserves that will be brought forward for approval once there is greater clarity on their timing and amount. This will include reserves movements related to the finalisation of the 2020/21 financial outturn after the end of the current financial year.

Table 7 – Estimated General Fund Reserves

	31.3.20 Actual	31.3.21	31.3.22	31.3.23	31.3.24
	£m	£m	£m	£m	£m
Earmarked					
BSF PFI	4.979	4.950	5.397	5.850	6.280
Budget Risk and Insurance	17.396	14.775	14.775	14.775	14.775
Budget Strategy	21.111	17.282	17.282	17.282	17.282
Cemeteries	1.634	1.634	1.634	1.634	1.634
CIL	9.428	9.428	9.428	9.428	9.428
Housing Benefit	7.921	7.921	6.512	5.103	3.694
Levies	0.000	0.000	2.553	2.553	2.553
NNDR	7.723	14.328	15.520	15.520	15.520
Public Health	2.123	2.123	2.123	2.123	2.123
Social Care	0.000	3.704	3.704	3.704	3.704
Street Markets	0.260	0.260	0.260	0.260	0.260
Unallocated	0.000	0.000	2.270	2.270	2.270
Total Excluding COVID-19	72.575	76.405	81.458	80.502	79.523
COVID-19	7.684	0.000	0.000	0.000	0.000
Total Including COVID-19	80.259	76.405	81.458	80.502	79.523
GF Balances					
Non Schools	16.664	17.098	17.686	17.686	17.686
Schools	11.208	11.208	11.208	11.208	11.208
Total GF Balances	27.872	28.306	28.894	28.894	28.894

- 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.
- Budget Risk and Insurance – to mitigate wider budget risks, particularly the impact of delayed savings delivery, and for one-off expenditure commitments that span more than one financial year.
- Budget Strategy – to provide one-off funding linked to the delivery of the MTFS (e.g. one-off investment costs, revenue costs of capital projects, redundancy costs).
- Cemeteries – 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.

- Community Infrastructure Levy (CIL) – This is the balance of CIL funding available for infrastructure investment.
- COVID-19 – This is the balance of COVID-19 government grant funding received in 2019/20 that will be used towards the significant COVID-19 related budget shortfall in 2020/21.
- Housing Benefit – This reserve is fully committed to funding the transitional costs of implementing Universal Credit. There is an estimated shortfall of £1.409m in the housing benefit administration budget that is being bridged by an annual drawdown from the Housing Benefit reserve (i.e. funding ongoing budget from one-off resources). As such, the proposed 2021/22 revenue budget includes a drawdown of £1.409m from this reserve, for approval. This base budget shortfall represents the amount by which the council's housing benefit administration costs exceed the housing benefit administration grant. The housing benefit reserve is sufficient to fund the base budget shortfall over the current 3-year MTFS period. The MTFS currently assumes that the base budget shortfall will be fully offset by a permanent reduction in ongoing expenditure upon the full implementation of Universal Credit and that it will not add to the estimated budget gap. This assumption should be kept under review, including any changes to the Universal Credit full implementation timetable, as the future shape of the remaining housing benefit service becomes clearer.
- Levies – to mitigate against future unexpected increases in levies (e.g. due to fluctuation in borough waste tonnages that are used to calculate the NLWA levy).
- NNDR – This is an accumulation of unbudgeted retained business rates income, including the one-off financial gain from being part of the London Business Rates Retention Pilot Pool in 2018/19 and 2019/20. This one-off funding has been set aside, but not yet allocated, for risks around government funding reforms and/or additional future one-off expenditure requirements. The estimated transfers to the reserve in 2020/21 and 2021/22 reflect the final position on the 2019/20 pilot pool, which impacts on the budget for those years due to accounting arrangements.
- Public Health – This is the balance of ring-fenced public health grant funding.
- Social Care – to mitigate significant uncertainty in social care demographic growth estimates.
- 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 using this earmarked reserve for future costs of operating the markets.
- Unallocated – This includes the budgeted annual £4m contribution to replenish and provide additional resilience in earmarked reserves (it is currently assumed that this will fully offset drawdowns against other earmarked reserves) and a £2.270m one-off transfer to earmarked reserves due to a one-off positive movement in 2021/22 budget assumptions late in the budget setting process. This will be allocated to a specific earmarked reserve at the end of the 2021/22 financial year based on an assessment of quantifiable budget risks at that point in time.

4 HOUSING REVENUE ACCOUNT

Overview

- 4.1 The HRA MTFS covers the cost of managing and maintaining council-owned housing stock, servicing both existing debt taken on as part of self-financing and new debt taken on to support the delivery of the new build programme and contributing towards the long-term

investment in the existing stock, all of which is funded primarily from rents and tenants' and leaseholders' service charges.

- 4.2 The HRA has a 30-year business plan that is currently balanced over the medium and long term.
- 4.3 The proposed HRA budget for 2021/22 and latest estimates for the medium term, including HRA reserves estimates, is set out at **Appendix D1**. The movement between the approved 2020/21 budget and the proposed 2021/22 budget is summarised in **Table 8**.

Table 8 – Summary of HRA Budget Changes 2020/21 to 2021/22

	£m
<u>Expenditure</u>	
Staffing	0.5
Refinancing debt at lower rates of interest	(1.2)
Reduction in the cost of communal gas and electricity	(0.8)
Increase in bad debt provision	1.0
Increase in the cost of voids arising from greater use of general needs stock for temporary accommodation clients and the higher re-let rates	1.2
Inflationary increase PFI costs	0.7
Increase in depreciation	0.6
Increase in contingency to cover one-off pressures	1.3
Other	0.4
Total Expenditure Increase	3.7
<u>Income</u>	
Rent	3.7
Tenant Service Charges	(0.1)
Heating Charges (Tenants & Leaseholders)	(0.4)
Other income reductions	(1.5)
Leaseholder Annual Service Charges – Year 3 of phasing in charges to more closely align with actual costs	0.5
Income from lease extensions	0.5
Interest earned on HRA balances	0.2
Net increase in contribution from reserves	0.8
Total Income Increase	3.7

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 (excluding PFI managed properties) held in their HRA's, by 1% each year for 4 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's remit was limited to 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 policy statement referred to above and as such, the Regulator's Rent Standard, first published in May 2019 and updated in December 2020, reflects the government's policy statement.

4.7 The proposed 2021/22 rents set out in below have been calculated in accordance with the rent standard.

4.8 The rent standard does not apply to PFI managed properties.

Islington Council Managed General Needs Properties (excluding New Build Properties)

4.9 **Table 9** sets out the average proposed rent for existing tenancies – the maximum 2021/22 permitted rent is the prior year 2020/21 actual rent plus CPI 0.5% (September 2020) plus 1%.

4.10 However, if the maximum rent exceeds the lower of the 2021/22 national rent cap or the 2021/22 national target rent then 2021/22 rent will be the higher of A or B:

A. The lower of 2021/22 national target rent or the 2021/22 national rent cap; or

B. 2020/21 actual rent plus CPI 0.5% (September 2020) plus 0%.

4.11 99.7% of the Islington Council general needs properties will be subject to the maximum rent increase in 2021/22 of 1.5% (i.e. CPI 0.5% at September 2020 + 1%) as their maximum rent in 2021/22 does not exceed the lower of the 2021/22 national target rent or the 2021/22 national rent cap.

4.12 Only 1% (222) of the Islington Council general needs properties have a national target rent greater than the national rent cap.

Table 9 – Existing Tenancies Average Weekly Rent 2021/22

Average Weekly Rent 2020/21	£111.13
Increase (£)	£1.66
Increase (%)	1.50%
Average Weekly Rent 2021/22	£112.79

4.13 General needs properties – re-lets. Properties will be re-let at the lower of the national rent cap or the national target rent. Given that 99% of Islington Council general needs properties have a national target rent below the national rent cap it is likely that re-lets will be at national target rent.

4.14 In accordance with the rent standard, 2021/22 national target rents will reflect an increase of CPI 0.5% (September 2020) plus 1% and the 2021/22 national rent caps will reflect an increase of CPI 0.5% (September 2020) plus 1.5%.

4.15 **Table 10** sets out the proposed average change in national target rent and the proposed average re-let rent in 2021/22.

Table 10 – Re-Let Properties Likely Average Weekly Rent 2021/22

Average Weekly National Target Rent 2020/21	£116.43
Increase (£)	£1.74
Increase (%)	1.50%
Average Weekly National Target Rent 2021/22	£118.17

Islington Council Managed General Needs New Build Properties

4.16 2021/22 new build existing tenants' rents will reflect an increase of CPI 0.5% (September 2020) plus 1%.

4.17 2021/22 re-let and first-let new build rents will be based on new build target rents reflecting an increase of CPI 0.5% (September 2020) plus 1%.

4.18 New build target rents are based on 2015-16 target rents inflated by the relevant CPI plus 1% for each year from 2016/17 to 2021/22.

LBI Managed Property Acquisitions used for Temporary Accommodation (TA)
(including reception centres and general needs properties assigned to TA clients)

4.19 Existing tenancies and re-let rents in 2021/22 will be set on the same basis as general needs properties referred to above.

LBI Managed Property Acquisitions

4.20 Existing Tenancies – 2021/22 rents will be set at the lower of:

A. The 2020/21 rent plus CPI 0.5% (September 2020) plus 1%; or

B. The lower of the relevant 2021/22 local housing allowance rate, or 80% of relevant market rent.

4.21 Re-lets and first-lets in 2021/22 will be set at the lower of:

A. The relevant 2021/22 local housing allowance rate; or

B. 80% of relevant market rent.

Partners for Islington (PFI) Managed Properties

4.22 PFI managed properties are exempt from the rent standard as such it is proposed that existing council policy continues to apply to all PFI managed properties.

4.23 This means that the principles of rent restructuring will continue to apply. As such existing tenancies (not previously re-let) will continue to move towards the lower of the 2021/22 PFI target rent or the PFI rent cap but subject to a maximum increase of CPI 0.5% (September 2020) plus 1% plus £2.

4.24 Where an existing tenancy rent is already at either the lower of the PFI target rent or the PFI rent cap (if not previously re-let) or the PFI target rent (if previously re-let) then the maximum increase will be plus CPI 0.5% (September 2020) plus 1%.

4.25 PFI property re-lets in 2021/22 will be based on the PFI target rent reflecting an increase of CPI 0.5% (September 2020) plus 1%.

4.26 PFI target rents are based on the 2015/16 target rents inflated by the relevant CPI plus 1% for each year from 2016/17 to 2021/22.

4.27 PFI rent caps are based on the 2015/16 national rent caps inflated by the relevant CPI plus 1.5% for each year from 2016/17 to 2021/22.

4.28 **Table 11** below sets out the average change in PFI rents and the proposed rent for PFI properties in respect of existing tenancies.

Table 11 – Existing PFI Tenancies Average Weekly Rent 2021/22

Average Weekly Rent 2020/21	£156.47
Increase (£)	£2.89
Increase (%)	1.85%
Average Weekly Rent 2021/22	£159.36

4.29 **Table 12** below sets out proposed PFI target rent changes and the proposed PFI target for rent in respect of re-let PFI properties.

Table 12 – PFI Re-Let Properties Likely Average Weekly Rent 2021/22

Average Weekly PFI Target Rent 2020/21	£167.35
Increase (£)	£2.51
Increase (%)	1.50%
Average Weekly PFI Target Rent 2021/22	£169.86

Other HRA Fees and Charges

4.30 All other HRA fees and charges are set out at **Appendix D2**. These are proposed to increase by 2% in line with the council's policy set out in this report, except for the following charges:

Caretaking/Cleaning and Estate Services

4.30.1 Caretaking charges will not increase in 2021/22 and the estate service charge is reducing by 28p per week in 2021/22 because of the assumed public sector pay freeze and the forecast reduction in communal electricity prices. If a local government pay increase is agreed for 2021/22, this would be funded from contingency budget with the ongoing impact subsequently reflected in future year budgets.

Heating and Hot Water

4.30.2 Gas prices are forecast to fall in 2021/22 and, as such, charges have reduced by 10%. A new charge of +15% on the heating only charge has been introduced for Braithwaite, which is based on all-year heating availability.

Concierge Service Charges

4.30.3 These have increased by 9% to reflect the final year of phasing in the recovery of the full costs related to the provision of this service. It should be noted that 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 £2.14 or 2%, from an average of £135.63 per week in 2020/21 to an average of £137.77 per week in 2021/22.

Diesel Surcharge (Off Street)

4.30.4 This charge has increased by £6 per year or 5% in 2021/22 to align with the on-street parking surcharge.

5 CAPITAL PROGRAMME

5.1 The council committed to a new Corporate Asset Strategy in March 2020. The strategy aims to establish a bold new approach that ensures investment is directly linked to core council ambitions around fairness and community wealth building. It is designed to deliver a strategic, long-term approach to managing and enhancing our community asset base.

5.2 This budget represents a key step in implementing the new strategy by:

- Providing significant investment to support key council priorities on affordable housing and net zero carbon;
- Expanding the non-housing capital programme to support much-needed modernisation of a wide range of community assets; and
- Forecasting indicative capital investment over a longer time frame.

5.3 The proposed 2021/22 to 2023/24 capital programme as well as indicative estimates for 2024/25 to 2030/31 are summarised by council priority in **Table 13** and detailed at

Appendix E. This is estimated to deliver up to £1.6bn of capital investment in the borough over the next 10 years.

Table 13 – Capital Programme 2021/22 to 2023/24 and Indicative Programme 2024/25 to 2030/31

	2021/22	2022/23	2023/24	2021/22 to 2023/24	2024/25 to 2030/31 (Indicative)	Total
	£m	£m	£m	£m	£m	£m
Decent & Affordable Homes	138.049	165.392	134.544	437.985	956.988	1,394.973
Jobs & Opportunity	9.006	1.400	1.400	11.806	11.300	23.106
A Safer Borough for All	1.500	1.700	0.200	3.400	1.400	4.800
Greener & Cleaner Islington	24.584	12.467	11.292	48.343	71.450	119.793
Enhancing Community Assets	13.650	9.376	14.640	37.666	68.955	106.621
Total Capital Programme	186.789	190.335	162.076	539.200	1,110.093	1,649.293

5.4 The capital programme over the next three years will support the council's objectives in the following areas.

Decent and Genuinely Affordable Homes for All

- Housing new build programme (£302m) – the continuation of our major programme of investment in new social housing in Islington; and
- Housing major works and improvements programme (£135m) – ongoing investment in council homes and estates, including cyclical improvements, mechanical and electrical works, fire safety and energy efficiency improvements.

Jobs and Opportunity

- Improving our early years accommodation, schools and youth provision (£10m); and
- Modernising our libraries and museum (£1.4m).

A Safer Borough for All

- CCTV upgrade (£3m) – upgrades to the council's core CCTV network and investment in CCTV-enabled vehicles to increase coverage for hot-spots.

A Greener and Cleaner Islington

- Vehicle electrification infrastructure and replacement (£16m) – programme to develop electric charging infrastructure and replace our fleet with electric vehicles as part of our Net Zero Carbon Strategy;
- People Friendly Streets (£9m) and School Streets (£1m) – borough-wide programmes to reduce car trips and improve neighbourhoods for walking, cycling and living;

- Pilot retrofitting on housing estates (£3m) – energy efficiency measures across housing estates to reduce energy consumption and decrease carbon emissions;
- Cycle Schemes (£2m) – significant expansion of our borough-wide cycle parking and cycle hangars provision; and
- Solar Panels and LED Lighting (£2m) – installation of solar panels on our corporate estate where feasible and replacement of traditional light fittings with LED to lower emissions.

5.5 In addition to these programmes, the capital programme will support the effective management of Islington’s infrastructure and estate. This includes:

- Structural maintenance of the highways infrastructure including carriageways, footways and drainage (£4m);
- Compliance and modernisation improvements (£8m) to deal with urgent property compliance issues and to assisting in providing funds for a cyclical maintenance and modernisation programme; and
- Use of Community Infrastructure Levy and s106 payments to make targeted investments across the borough (£15m), with spending decisions led and managed by local ward councillors.

5.6 The estimated funding of the 2021/22 to 2023/24 capital programme is summarised in **Table 14**. 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 (including the availability of corporate capital funding such as Strategic Community Infrastructure Levy income).

Table 14 – Estimated Funding of Capital Programme 2021/22 to 2023/24

	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m
<u>General Fund Programme</u>				
Capital Grant	6.206	1.400	1.400	9.006
Section 106/CIL	10.430	8.482	6.500	25.412
Capital Receipts	30.358	17.249	6.818	54.425
General Fund Borrowing	23.561	26.810	35.955	86.327
Total General Fund	70.555	53.941	50.673	175.169
<u>HRA Programme</u>				
Capital Grant	0.000	0.000	0.000	0.000
Section 106/CIL	1.717	0.000	0.000	1.717
Capital Receipts	43.471	48.062	57.080	148.613
HRA Reserves	70.496	50.721	22.348	143.565
HRA Borrowing	0.550	37.611	31.975	70.136
Total HRA	116.234	136.394	111.403	364.031
Total Capital Programme	186.789	190.335	162.076	539.200

- 5.7 It should be noted that the projected capital receipts financing is intrinsically linked with the housing new build capital programme, and that there is uncertainty around the timing and value of these receipts given present economic conditions. To mitigate these risks the council maintains a regular review of the property market and has been prudent in its financial assumptions. Timing delays can largely be managed through the use of HRA reserves. In the event of a decrease in projected capital receipts, the new build programme would need to be re-assessed in line with the overall available funding.
- 5.8 The final version of the budget report to the Executive on 11 February 2021 and Full Council on 25 February 2021 will include for agreement the Capital Strategy that underpins the capital programme as well as the inter-linked Treasury Management Strategy and Investment Strategy.

6 COUNCIL TAX AND RETAINED BUSINESS RATES 2021/22

Council Tax 2021/22

- 6.1 The detailed, statutory council tax calculations and the recommendations on 2021/22 council tax, including the GLA precept, will form part of the final budget report to the Executive on 11 February 2021, for onward recommendation to Full Council on 25 February 2021. This will also incorporate the level of the council tax base due to be set by Audit Committee on 25 January 2021 and the statutory forecast of the surplus/deficit on the Collection Fund as at 15 January 2021.
- 6.2 The Mayor of London's final draft budget is scheduled to be considered by the Assembly on 25 February 2021 following which the Mayor will confirm formally the final precept and GLA group budget for 2021/22. This is the same date, but earlier in the day, as the Full Council meeting to agree Islington's 2021/22 budget. In the unlikely event that the final GLA precept confirmed on 25 February 2021 is different from proposed ahead of the

meeting, this would require an amendment to Islington's proposed budget at the Full Council meeting that evening.

Retained Business Rates

- 6.3 The council's 2021/22 NNDR1 (detailed business rates) estimate is currently being worked up ahead of the 31 January 2021 statutory submission deadline to central government. This will then be reflected in the final version of the budget report to the Executive on 11 February 2021 and Full Council on 25 February 2021. Due to time constraints, and in line with previous years, it is recommended that authority be delegated to the Section 151 Officer to finalise the council's 2021/22 NNDR1 (detailed business rates) estimate ahead of the 31 January 2021 statutory deadline.
- 6.4 The business rates retention system includes a safety net to protect local authorities from significant negative shocks to their income by guaranteeing that no authority will see its income from business rates fall beyond a set percentage (7.5%) of its spending baseline. Islington's safety net level in 2021/22 will be £78.860m, unchanged from 2020/21. For information, Islington's retained business rates funding is approximately £15m above the safety net level in the current financial year (2020/21). This is the maximum (worst case scenario) loss of business rates funding that the council could incur before being entitled to safety net funding from the government.
- 6.5 Since 2018/19, the council has been part of the London Business Rates Pool covering the GLA and the 33 London billing authorities. London Government is currently reviewing whether the pool remains financially viable in 2021/22 in light of the significant uncertainty around business rates income due to COVID-19.
- 6.6 An update on the status of the pool and any associated recommendations, including the council's NNDR1 (detailed business rates estimate), will be included in the final version of the budget report to the Executive on 11 February 2021 and Full Council on 25 February 2021.

Material Changes in Circumstances Business Rates Appeals

- 6.7 Due to the COVID-19 pandemic, the government has awarded retail, leisure and hospitality businesses a year-long holiday on business rates in 2020/21. However, offices have continued to be billed as normal, despite most laying empty due to office workers being advised to work from home. As a result, many businesses affected by the COVID-19 restrictions have appealed their business rates. It has been reported that the Valuation Office Agency (VOA) has made an interim ruling on Material Changes in Circumstance (MCC) appeals of a 25% reduction in business rates valuations in 2020/21, which could potentially also affect 2021/22 and beyond. It is highly likely that retail, leisure and hospitality businesses will also appeal that the rateable value of their property has reduced once their temporary reliefs expire.
- 6.8 Whilst the VOA has advised local authorities that no decision has been taken, the fact that these discussions are taking place would suggest an increased likelihood of some level of reduction. The VOA has also said that "*not all property types will have been affected in the same way and we will need to consider the evidence to understand any differences in extent and the effect of the varying dates of lockdown restrictions in the different regions of England and Wales*". Therefore, the local impact of any future MCC will depend on the eventual % reduction agreed, the number of sites locally and the extent of lockdown restrictions.
- 6.9 For illustration purposes, a 25% reduction in the rateable value of offices in Islington would, other things being equal, reduce the council's retained business rates funding by an estimated £10m. If the authority is to continue to be part of the London Business Rates Pool, the estimated funding loss could be significantly higher than £10m as a result of

sharing in the loss of those authorities already at the safety net, such as Westminster. This means that the council may have to withstand funding losses up to £15m, after which the government safety net would kick in.

- 6.10 For 2020/21, under the government's COVID support package, 75% of any business rates loss due to MCC appeals will attract government compensation and the remaining 25% will be spread over 3 years. For 2021/22, in the absence of government support, this is a significant funding risk for the council but is unlikely to be sufficiently crystallised as a pressure to formally reflect in the council's 2021/22 NNDR1 estimate. As a last resort, any business rates funding loss relating to 2021/22 (which would impact the 2022/23 budget due to accounting arrangements) may need to be funded from reserves (e.g. the NNDR smoothing reserve) and any ongoing implications reflected as part of the base budget assumptions thereafter.

7 MATTERS TO CONSIDER IN SETTING THE BUDGET

Comments of the Section 151 Officer

- 7.1 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.
- 7.2 Developing 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 takes into account the most recently available budget monitoring information and the latest view on budget assumptions for the forthcoming financial year. In particular, the proposed savings have been signed off as deliverable by key stakeholder across the organisation.
- 7.3 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. This is particularly the case for the 2021/22 budget due to ongoing COVID-19 developments at the time of finalising the budget.
- 7.4 The thoroughness of the overall budget setting process and the council's proposed policy to strengthen financial resilience for hardening budget risks over the medium term provides the Section 151 Officer with assurance on the robustness of the council's budget estimates, contingency budget and reserves for the forthcoming financial year.
- 7.5 The Section 151 Officer also takes assurance on the robustness of the budget estimates from the Value for Money (VFM) conclusion of the External Auditor on the 2019/20 Statement of Accounts that the council has "proper arrangements for securing economy, efficiency and effectiveness in its use of resources". In particular, the VFM assessment noted that:
- The council has set out in a reasonable way estimates of the additional costs and reductions in income for the budgetary challenge through to 2023/24;
 - The council has identified the estimated gap using suitable assumptions and estimates which are in line with the External Auditor's expectations and similar councils;
 - The council has put in place robust arrangements to ensure that risks and uncertainties are given due consideration in short and medium-term financial

planning and the impact is effectively modelled to the best of their ability, drawing on external support where knowledge gaps or wider unknowns are identified;

- The outturn position for 2019/20 is broadly indicative that management's understanding of the key drivers for income and expenditure relating to core services and ability to understand impact of decisions taken is strong, and plans have been put in place for improvement to processes where significant variances were identified;
- The methodology through which management have identified pressures resulting from COVID-19, and the reporting structure to members, is considered effective;
- As a result of government funding and initiatives, prior year underspends and prudent financial planning including setting aside contingencies in the budget-setting process, the council has sufficient resources in place to meet the expected shortfalls in income and increases in expenditure for 2020/21 arising from the pandemic. However, in the medium term, the picture remains far more uncertain as the longer-lasting impact of the pandemic on the economy, in the context of wider financial risks beyond the control of officers or members, remains a significant unknown; and
- Management are conscious of the need to remain responsive to emerging circumstances, whilst keeping sight of longer-term strategic goals which underpin future investment decisions from use of reserves.

7.6 In setting an ambitious GF balance target for the council to work towards over the medium and longer term, consideration has been given to the total level of budgets pressures that the council has been exposed to during the pandemic (highlighting the inherent quantum of budget risk going forward) and the comments of the council's External Auditor on the council's reserves and GF balance.

7.7 The multi-year CSR, the planned reforms to the local government finance system around business rates retention and 'fair funding', and the long overdue reform of social care funding have been further delayed. As such, it is very difficult at this stage to estimate with any accuracy the external funding available to the council from 2022/23 onwards. In addition, the severely bleak nature of the national economic backdrop presents hugely significant risks for the funding of local government going forward. A further period of austerity cannot be ruled out and MTFs assumptions will need to be revised, potentially significantly, as events unfold.

7.8 It should be noted that there is an underlying shortfall of approximately £1.4m in the housing benefit administration budget that is being bridged by an annual drawdown from the Housing Benefit reserve. This is an exception to the normal MTFs strategy because it is assumed that this base budget shortfall will be fully offset by a permanent reduction in ongoing expenditure upon the full implementation of Universal Credit and that it will not add to the estimated budget gap. This assumption should be kept under review, including any changes to the Universal Credit full implementation timetable as the future shape of the remaining housing benefit service becomes clearer.

7.9 Given the unprecedented uncertainty in the MTFs, the robustness of all assumptions, including delivery of savings, will be reviewed in early Spring 2021 in order to shape the medium-term budget setting process, beginning financial year 2022/23, from the outset.

Comments of the Monitoring Officer

7.10 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 2021/22. It also outlines the council's current and anticipated financial circumstances, including matters relating to

the General Fund budget and MTFs, the HRA, the capital programme, and borrowing and expenditure control.

- 7.11 The setting of the budget and council tax by Members involves their consideration of choices. No genuine and reasonable options should be dismissed out-of-hand and Members must bear in mind their fiduciary duty to the council taxpayers of Islington.
- 7.12 Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided. Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably. Where a service is derived from a statutory power and is in itself discretionary that discretion should be exercised reasonably.
- 7.13 The report sets out the relevant considerations for Members to consider during their deliberations and Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision which no reasonable authority could come to; balancing the nature, quality and level of services which they consider should be provided against the costs of providing such services.
- 7.14 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.

Equalities Impact Assessment

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

Budget Consultation

- 7.18 Section 65 of the Local Government Finance Act 1992 requires the council each financial year to consult persons or bodies representative of business rate payers about expenditure proposals.

7.19 The council must make available the information described in the Non-Domestic Ratepayers (Consultation) Regulations 1992/3171, including:

- Details of proposals for expenditure in the financial year to which the consultation relates;
- Estimates of expenditure in the preceding financial year; and
- Particulars of significant changes in the level of proposed expenditure between the two years.

7.20 The council will be inviting comments from business rates payers and representatives of business rates payers in Islington on the draft 2021/22 budget proposals set out in this report. The consultation period will run from 13 January 2021 (upon the publication of this report and related communication to business rates payers and representatives of business rate payers) to 2 February 2021. Any comments received will be considered by the council before the final budget proposals for consideration by the Executive on 13 February 2021 and Full Council on 25 February 2021.

Appendices:

Appendix A General Fund Medium-Term Financial Strategy 2021/22 to 2023/24

Appendix B1 General Fund Savings 2021/22 – New Proposals

Appendix B2 General Fund Savings 2021/22 – Previously Agreed

Appendix C1 General Fund Fees and Charges 2021/22

Appendix C2 Cemeteries Fees and Charges 2021/22

Appendix C3 GLL Activity Prices 2021/22

Appendix C4 GLL Memberships 2021/22

Appendix C5 GLL Trampoline Pricing 2021/22

Appendix D1 HRA MTFS 2021/22 to 2023/24

Appendix D2 HRA Fees and Charges 2021/22

Appendix E Capital Programme 2021/22 to 2023/24

Appendix F 2021/22 Budget Equality Impact Assessment

Background papers: None

Final report clearance:

Signed by:



13 January 2021

Executive Member for Finance and Performance

Date

Responsible Officer: Dave Hodgkinson (Section 151 Officer)

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Legal Implications: Peter Fehler (Acting Director of Law and Governance)

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Appendix A: Medium-Term Financial Strategy 2021/22 to 2023/24

	2020/21	2021/22				2022/23					2023/24			
	Budget	Virements	Inflation/ Growth	Adjustments	Savings	Budget	Inflation/ Growth	Adjustments	Savings	Estimate	Inflation/ Growth	Adjustments	Savings	Estimate
	£m	£m		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Chief Executive's Directorate	1.134	(0.249)	0.147	0.982	(1.319)	0.695			(0.840)	(0.145)				(0.145)
Environment and Regeneration	17.330	(0.414)	0.525	(1.518)	(5.239)	10.684			(0.451)	10.233			(0.136)	10.097
Housing	10.371	(0.928)	0.250	0.375	(0.930)	9.138			(0.250)	8.888			(0.250)	8.638
People - Adult Social Care	63.549	(0.622)	2.212	0.967	(5.309)	60.797			(4.396)	56.401			(1.962)	54.439
People - Children, Employment and Skills	84.671	0.880	0.464	(1.235)	(1.695)	83.085		0.964	(0.958)	83.091		(0.100)	(0.019)	82.972
People	148.220	0.258	2.676	(0.268)	(7.004)	143.882	0.000	0.964	(5.354)	139.492	0.000	(0.100)	(1.981)	137.411
Public Health	0.000			1.839	(1.839)	0.000		0.250	(0.250)	0.000				0.000
Resources Directorate	39.329	2.521	0.901	(0.893)	(0.518)	41.340		(0.500)		40.840				40.840
NET COST OF SERVICES	216.384	1.188	4.499	0.517	(16.849)	205.739	0.000	0.714	(7.145)	199.308	0.000	(0.100)	(2.367)	196.841
Centrally Held Inflation/Savings	0.793	(0.132)	5.308	7.218	(8.435)	4.752	14.101	0.450	(1.055)	18.248	14.315			32.563
Remaining Budget Gap	0.000					0.000			(11.601)	(11.601)			(22.610)	(34.211)
Corporate Financing Account	(27.869)			2.221		(25.648)		2.292		(23.356)		2.562		(20.794)
Central Pensions Costs	9.348			(0.343)		9.005		0.330		9.335		4.860		14.195
Corporate Levies	20.072		(1.409)			18.663	3.111			21.774	1.879			23.653
Special Expense - Lloyd Square	0.019					0.019				0.019				0.019
NET OPERATING EXPENDITURE	218.747	1.056	8.398	9.613	(25.284)	212.530	17.212	3.786	(19.801)	213.727	16.194	7.322	(24.977)	212.266
Contingency	5.455	(1.056)		0.601		5.000				5.000				5.000
COVID-19 Contingency	0.000			5.500		5.500				5.500				5.500
Transfer to/(from) Earmarked Reserves	9.507			(0.901)		8.606		(6.015)		2.591				2.591
Transfer to/(from) General Balances	0.434			(0.434)		0.000				0.000				0.000
New Homes Bonus Grant	(5.269)			2.821		(2.448)		1.799		(0.649)		0.649		0.000
Local Council Tax Support Grant	0.000			(3.600)		(3.600)		3.600		0.000				0.000
Local Tier Service Grant	0.000			(0.922)		(0.922)		0.922		0.000				0.000
Council Tax Administration Grant	(0.570)					(0.570)				(0.570)				(0.570)
NET BUDGET REQUIREMENT	228.304	0.000	8.398	12.678	(25.284)	224.096	17.212	4.092	(19.801)	225.599	16.194	7.971	(24.977)	224.787
Revenue Support Grant	(24.459)			(0.135)		(24.594)		4.000		(20.594)		4.000		(16.594)
Business Rates Baseline	(82.456)					(82.456)				(82.456)				(82.456)
(Top-up)/Tariff	(2.798)					(2.798)				(2.798)				(2.798)
SETTLEMENT FUNDING ASSESSMENT	(109.713)	0.000	0.000	(0.135)	0.000	(109.848)	0.000	4.000	0.000	(105.848)	0.000	4.000	0.000	(101.848)
Additional business rates related income	(12.782)			(1.025)		(13.807)				(13.807)				(13.807)
Collection Fund (Surplus)/Deficit:														
- Business Rates	(6.606)			5.414		(1.192)		1.192		0.000				0.000
- Council Tax	(0.434)			0.434		0.000				0.000				0.000
COUNCIL TAX REQUIREMENT	98.769	0.000	8.398	17.366	(25.284)	99.249	17.212	9.284	(19.801)	105.944	16.194	11.971	(24.977)	109.132

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Appendix B1 - New Savings Proposals

Number	Directorate	Summary Description	Savings Type	2021/22 £m
1	Cross-cutting	Implement a council-wide vacancy factor of 5%	Efficiency	4.217
2	Cross-cutting	Funding substitutions	Funding substitution	2.143
3	Environment and Regeneration	Move Bank Holiday waste collections to following Saturday	Service reconfiguration	0.146
4	Environment and Regeneration	Increase pay & display diesel surcharge from £3 to £5 per hour (short stay)	Income	0.397
5	Environment and Regeneration	Pay & display based charging (free for EV vehicles, higher charge for all other vehicles)	Income	0.490
6	Environment and Regeneration	Capture illegal parking suspensions	Income	0.150
7	Environment and Regeneration	Adjust budget to reflect realised contract savings from relocation of CCTV PCN processing function that has already happened	Efficiency	0.218
8	Environment and Regeneration	Reduce Geographic Information System (GIS) officers from 2 to 1 FTE in Parking Service	Efficiency	0.040
9	Environment and Regeneration	Implementation of Contract Performance Manager and associated data analyst to more effectively target deployed resource and increase PCN issue rate	Efficiency	0.679
10	Environment and Regeneration	Street Works, Highways & Energy	Service reconfiguration	0.114
11	Environment and Regeneration	Create single team to support licensing, street trading, land charges, naming and numbering with automation through new back office system	Efficiency	0.030
12	Environment and Regeneration	Reconfigure Trading Standards	Service reconfiguration	0.050
13	Environment and Regeneration	Reduce the % of planning officer posts filled by agency staff	Efficiency	0.045
14	Environment and Regeneration	Review Discretionary fees and charges for Planning Service - Planning Pre-applications, Planning Performance Agreements, Design Review Panel etc.	Income	0.130
15	Environment and Regeneration	Divisional Development (Greenspace)	Efficiency	0.154
16	Environment and Regeneration	Increase resident parking permit prices	Income	0.222
17	Housing	Reduction in Specialist Housing Needs team combined with a partial transfer of justifiable cost to the HRA, where tenants would benefit from the activity of the team	Growth reduction	0.280
18	Housing	Decommissioning of the high cost temporary accommodation scheme in Station Road, Barnet and replacement with lower cost provision	Efficiency	0.050
19	Housing	Anticipated reduction in No Recourse to Public Funds caseload	Efficiency	0.050
20	People - ASC	Recommissioning of the 'low support' Housing Related Support services, moving towards a model of enhanced housing management	Service reconfiguration	0.192
21	People - ASC	Reduce the need for double up care (2 carers) for domiciliary care service users	Efficiency	0.100
22	People - ASC	Managing the provider uplift process to reduce costs	Efficiency	0.500
23	People - ASC	Set up a negotiating team to renegotiate placement costs	Efficiency	0.300
24	People - ASC	Review and reduce the floating support service	Service reconfiguration	0.157
25	People - ASC	Mental Health - Demand Management, and review of residents based out of area with care packages	Reduction in demand	0.100
26	People - ASC	Further learning disability reviews, transitions and additional savings from the learning disability placement reviews & renegotiation of learning disability out-of-borough residential placements	Reduction in demand	0.100
27	People - ASC	Transformation of Operational Social Work Teams	Service reconfiguration	0.366

Appendix B1 - New Savings Proposals

Number	Directorate	Summary Description	Savings Type	2021/22 £m
28	People - ASC	Review of Deprivation of Liberty office with a view to carry out more best interest assessments (BIA) in-house and raise practice standards across ASC operations	Efficiency	0.075
29	People - ASC	Create a centre of commissioning excellence - cross cutting saving across People and potentially Public Health	Service reconfiguration	0.115
30	People - ASC	Assistive Technology Transformation	Reduction in demand	0.100
31	People - ASC	Review charging policy with a view to maximise income	Income	0.080
32	People - CES	Bring remand budget in line with demand	Reduction in demand	0.150
33	People - CES	Short breaks efficiencies	Efficiency	0.068
34	People - CES	Reduction in previously allocated budget growth for Violence Against Women and Girls (VAWG) due to existing budget underspend	Growth reduction	0.050
35	People - CES	Investment in the House Project as a permanent service in Islington	Service reconfiguration	0.036
36	People - CES	Service and staffing efficiencies across Children, Employment and Skills	Efficiency	0.240
37	People - CES	S106 funding substitution in Children, Employment and Skills	Funding substitution	0.006
38	People - CES	Adult Community Learning service - S106 funding substitution	Efficiency	0.030
39	People - CES	Libraries - Stock fund reduction	Service reconfiguration	0.030
40	People - CES	Libraries - deletion of vacant posts	Service reconfiguration	0.030
41	Public Health	Further Grant Uplift Efficiency	Efficiency	1.000
42	Public Health	Stop funding for hospital based alcohol liaison post	Service reconfiguration	0.080
43	Public Health	Sexual Health budget reduction	Efficiency	0.150
44	Public Health	Substance Misuse budget reduction	Efficiency	0.150
45	Public Health	Health Visiting Transformation	Service reconfiguration	0.100
46	Resources	Facilities management savings	Efficiency	0.176
		Total		14.086

Appendix B2: Previously Agreed Savings Proposals

#	Directorate	Summary Description	Savings Type	2021/22 £m
1	Chief Executive's	Savings resulting from a new property strategy, increasing income, more co-locating with partners and reducing the council's office footprint	Efficiency	1.158
2	Chief Executive's	Additional commercial income for print services	Income	0.075
3	Cross-cutting	Corporate review of contracting and procurement arrangements	Efficiency	0.900
4	Cross-cutting	Consolidating and streamlining business administration functions	Efficiency	0.500
5	Cross-cutting	Implementation of the new "Localities" model in partnership with the voluntary and community sector, health organisations and our other local partners to align preventative services and reduce long-term demand	Efficiency	0.375
6	Cross-cutting	Redesigning our customer service offer, including additional channel shift	Efficiency	0.300
7	Environment and Regeneration	Income generation from package of zero carbon policies including lorry ban & parking charges (including diesel surcharge), and efficiencies from shift to e-parking solution	Income	0.875
8	Environment and Regeneration	Efficiencies in SES following investment in new technology	Efficiency	0.467
9	Environment and Regeneration	Income generation from roll out of School Streets phase 2	Income	0.375
10	Environment and Regeneration	SES - Annual charge for waste containers	Income	0.237
11	Environment and Regeneration	SES - Integration of Services with Housing	Service reconfiguration	0.225
12	Environment and Regeneration	A more efficient operation at the Waste and Recycling Centre, using technology to automate access to the facility	Efficiency	0.145
13	Environment and Regeneration	Improved use of technology and resource to focus more capacity on income generation	Efficiency	0.050
14	Housing	Improve the quality and reduce the cost of temporary accommodation through purchasing homes to be owned by the council and used by it for temporary accommodation	Service reconfiguration	0.375
15	Housing	Offer more permanent housing to families in temporary accommodation	Efficiency	0.175
16	People - ASC	Conduct annual reviews of Adult Social Care packages in line with relevant legislation, applying a strengths-based approach to create better outcomes for residents in the care system	Efficiency	0.680
17	People - ASC	Package of savings through recommissioning of services	Service reconfiguration	0.550
18	People - ASC	In-house services transformation	Service reconfiguration	0.500
19	People - ASC	Learning Disability Reviews	Efficiency	0.260
20	People - ASC	Assistive Technology - The aim of this project is to increase the quality of life and independence of people receiving support from ASC through the increased use of assistive technology	Efficiency	0.150
21	People - ASC	Demand management and better use of residential based block provision	Efficiency	0.984
22	People - CES	Demand management for children's social care and new commissioning strategy for children looked after including asylum seekers	Efficiency	0.567
23	People - CES	Review of the Early Help 0 to 19 service	Efficiency	0.328
24	People - CES	Rental income from letting surplus space at Central Library	Income	0.055
25	People - CES	Increase use of pre-payment cards for Direct Payments	Efficiency	0.050

Appendix B2: Previously Agreed Savings Proposals

#	Directorate	Summary Description	Savings Type	2021/22 £m
26	People - CES	Maintain the availability and scope of play and youth provision by reducing its costs through new commissioning arrangements and more efficient back-office support	Efficiency	0.035
27	People - CES	Staff savings through flexible retirements	Efficiency	0.020
28	Public Health	Change the way we deliver public health behaviour-change programmes, including health checks and exercise on referral, through our universal services and other more cost-effective methods	Efficiency	0.180
29	Public Health	Public Health workforce - efficiencies	Efficiency	0.179
30	Resources	Legal - Efficiencies from case management system	Efficiency	0.185
31	Resources	Review of HR structure due to increased automation	Efficiency	0.157
32	Chief Executive's	Reduce number of national graduate trainees	Efficiency	0.070
33	Chief Executive's	Reduction in facilities costs as Vorley Road is vacated	Efficiency	0.016
		Total		11.198

Appendix C1: General Fund Fees and Charges 2021/22

Department	Category	Fee/Charge Type	Fee/Charge Detail	Unit	2020/21 Price	2021/22 Price	% Change	Comments
Town Hall	Birth, Deaths, Marriages	License for Approved Premises		Annual Period	£1,550.00	£1,550.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Licensed Venue External to Town Hall		Monday-Friday	£620.00	£620.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Licensed Venue External to Town Hall		Saturday	£700.00	£700.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Licensed Venue External to Town Hall		Sunday	£800.00	£800.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Licensed Venue External to Town Hall		Bank Holiday	£800.00	£800.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Licensed Venue External to Town Hall		Out of Hours (6-10pm) Monday to Saturday	£800.00	£800.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Licensed Venue External to Town Hall		Out of Hours (6-10pm) Sunday / Bank Holiday / Christmas Eve, New Years Eve	£900.00	£900.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Richmond Room		Saturday only (2pm to 6pm)	£500.00	£500.00	0.00%	Maximum of 60 guests
Town Hall	Birth, Deaths, Marriages	Mayor's Parlour	Marriage or civil partnerships	Tuesday, Wednesday, Thursday, Friday	£400.00	£400.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Mayor's Parlour		Saturday	£600.00	£600.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Mayor's Parlour		Sunday	£700.00	£700.00	0.00%	Basic Ceremony - maximum of 30 Guests
Town Hall	Birth, Deaths, Marriages	Room 99	Marriage or Partnership Ceremony	Monday	£57.00	£57.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Room 99	Marriage or Partnership Ceremony	Tuesday, Wednesday, Thursday	£190.00	£190.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Room 99	Marriage or Partnership Ceremony	Friday	£240.00	£240.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Room 99	Marriage or Partnership Ceremony	Saturday	£290.00	£290.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Re-booking of ceremony			£40.00	£40.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Council Chamber	Marriage, Civil Partnership, Renewal of vows or Naming Ceremonies	Tues, Weds, Thurs, Fri	£500.00	£500.00	0.00%	Includes use of balcony
Town Hall	Birth, Deaths, Marriages	Council Chamber	Marriage, Civil Partnership, Renewal of vows or Naming Ceremonies	Saturday	£700.00	£700.00	0.00%	Includes use of balcony
Town Hall	Birth, Deaths, Marriages	Council Chamber	Marriage, Civil Partnership, Renewal of vows or Naming Ceremonies	Sunday	£800.00	£800.00	0.00%	Includes use of balcony
Town Hall	Birth, Deaths, Marriages	Births, deaths, marriages and civil partnership certificates	Express same day within 1 hour (walk in service before 11am)		£35.00	£35.00	0.00%	
Town Hall	Birth, Deaths, Marriages	European Settlement Scheme (ID Verification Service)		Per single adult / child application	£14.00	£14.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Private Citizenship Ceremony (Mon-Fri)		Per single adult	£125.00	£125.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Private Citizenship Ceremony (Mon-Fri)		Per (per family)	£185.00	£185.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Private Citizenship Ceremony (Sat)		Per single adult	£155.00	£155.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Private Citizenship Ceremony (Sat)		Per (per family)	£230.00	£230.00	0.00%	
Town Hall	Birth, Deaths, Marriages	Proof of Life stamping			£10.00	£10.00	0.00%	
Town Hall	Assembly Hall - Commercial	Wedding celebration package		Any day	£6,350.00	£6,500.00	2.36%	
Town Hall	Assembly Hall - Commercial	Wedding dry hire package			£3,600.00	£3,700.00	2.78%	
Town Hall	Assembly Hall - Commercial	Live event hire for downstairs standing only			£1,500.00	£1,550.00	3.33%	
Town Hall	Assembly Hall - Commercial	Live event hire for full venue			£1,700.00	£1,750.00	2.94%	
Town Hall	Assembly Hall - Non-Commercial	Council Event Full-day		Monday-Wednesday	£1,275.00	£1,300.00	1.96%	
Town Hall	Assembly Hall - Non-Commercial	Council Event Half-day		Monday-Wednesday	£740.00	£760.00	2.70%	
Town Hall	Assembly Hall - Non-Commercial	Council Event Evening		Monday-Wednesday	£1,390.00	£1,420.00	2.16%	
Town Hall	Assembly Hall - Non-Commercial	Community and Charity		To be negotiated	To be negotiated	NA		
CES	School Meals	Primary School Meals			£2.00	£2.00	0.00%	
CES	School Meals	Meal charges during holiday childcare provision		Per day	£2.00	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	Band 1 (Up to £24,999)	Per Week	£199.63	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	Band 2 (£25,000 - £30,999)	Per Week	£211.25	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	Band 3 (£31,000 - £39,999)	Per Week	£239.89	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	Band 4 (£40,000 - £49,999)	Per Week	£254.75	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	Band 5 (£50,000 - £59,999)	Per Week	£285.81	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	New Band 6 (£60,000 - £69,999)	Per Week	£323.09	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	New Band 7 (£70,000 - £79,999)	Per Week	£335.76	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	New Band 8 (£80,000 - £89,999)	Per Week	£394.82	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	New Band 9 (£90,000 - £99,999)	Per Week	£417.49	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Centres	Term Time & Holidays - Under 2s	New Band 10 (£100,000 - £120,000)	Per Week	£425.18	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	New Band 11 (above £120,000)	Per Week	£449.30	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - Under 2s	Out of Borough/Marketed	Per Week	£473.69	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	Band 1 (Up to £24,999)	Per Week	£195.49	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	Band 2 (£25,000 - £30,999)	Per Week	£207.10	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	Band 3 (£31,000 - £39,999)	Per Week	£225.38	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	Band 4 (£40,000 - £49,999)	Per Week	£249.75	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	Band 5 (£50,000 - £59,999)	Per Week	£280.21	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	New Band 6 (£60,000 - £69,999)	Per Week	£316.75	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	New Band 7 (£70,000 - £79,999)	Per Week	£329.17	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	New Band 8 (£80,000 - £89,999)	Per Week	£358.92	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	New Band 9 (£90,000 - £99,999)	Per Week	£379.53	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Centres	Term Time & Holidays - 2 to 3s	New Band 10 (£100,000 - £120,000)	Per Week	£386.52	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	New Band 11 (above £120,000)	Per Week	£408.45	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time & Holidays - 2 to 3s	Out of Borough/Marketed	Per Week	£430.62	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Centres	hrs free	Band 1 (Up to £24,999)	Per Week	£137.00	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time - 3 & 4s - Entitled to 15 hrs free	Band 2 (£25,000 - £30,999)	Per Week	£144.98	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time - 3 & 4s - Entitled to 15 hrs free	Band 3 (£31,000 - £39,999)	Per Week	£157.76	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time - 3 & 4s - Entitled to 15 hrs free	Band 4 (£40,000 - £49,999)	Per Week	£174.83	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community	Term Time - 3 & 4s - Entitled to 15 hrs free	Band 5 (£50,000 - £59,999)	Per Week	£196.14	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021

Appendix C1: General Fund Fees and Charges 2021/22

CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 6 (£60,000 - £69,999)	Per Week	£221.73	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 7 (£70,000 - £79,999)	Per Week	£230.42	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 8 (£80,000 - £89,999)	Per Week	£251.25	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 9 (£90,000 - £99,999)	Per Week	£265.67	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 10 (£100,000 - £120,000)	Per Week	£270.57	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 11 (above £120,000)	Per Week	£285.92	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Out of Borough/Marketed	Per Week	£301.44	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 1 (Up to £24,999)	Per Week	£78.29	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 2 (£25,000 - £30,999)	Per Week	£82.85	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 3 (£31,000 - £39,999)	Per Week	£90.15	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 4 (£40,000 - £49,999)	Per Week	£99.90	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 5 (£50,000 - £59,999)	Per Week	£112.08	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 6 (£60,000 - £69,999)	Per Week	£126.70	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 7 (£70,000 - £79,999)	Per Week	£131.67	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 8 (£80,000 - £89,999)	Per Week	£143.57	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 9 (£90,000 - £99,999)	Per Week	£151.82	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 10 (£100,000 - £120,000)	Per Week	£154.61	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 11 (above £120,000)	Per Week	£163.38	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	Out of Borough/Marketed	Per Week	£172.25	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	Band 1 (Up to £24,999)	Per Week	£156.57	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	Band 2 (£25,000 - £30,999)	Per Week	£165.69	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	Band 3 (£31,000 - £39,999)	Per Week	£180.31	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	Band 4 (£40,000 - £49,999)	Per Week	£199.80	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	Band 5 (£50,000 - £59,999)	Per Week	£225.41	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	New Band 6 (£60,000 - £69,999)	Per Week	£253.41	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	New Band 7 (£70,000 - £79,999)	Per Week	£265.34	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	New Band 8 (£80,000 - £89,999)	Per Week	£287.14	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	New Band 9 (£90,000 - £99,999)	Per Week	£303.62	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	New Band 10 (£100,000 - £120,000)	Per Week	£309.22	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	New Band 11 (above £120,000)	Per Week	£326.76	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Holidays - 3 & 4s	Out of Borough/Marketed	Per Week	£344.49	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Library & Heritage Services	Sale of Obsolete Stock		Per Item; 10p to £2 on books, 50p to £2 on CD, computer games, video and DVDs	£0.10 - £2.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Digital Images	Local History	Per Image	£16.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Reservation Charge for Items Not in Stock			£3.80	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	PC Printing		Per sheet	15p b/w 50p colour	See Comment	0.00%	
CES	Library & Heritage Services	Genealogical Research		Per 30 minutes	£15.00	£15.00	0.00%	Minimum slot of 1 hour
CES	Library & Heritage Services	Local History Photography Pass		Per Day	£6.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Charges for Overdue Books		Per Day (maximum charge per item £7.20)	17p per day 50p 50p free	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Hire of Music	CDs		15p A4 b/w; 20p A3 b/w; 50p A4 colour; £1 A3 colour	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Photocopying		Per sheet	£29 to £175 per hour	£29 to £175 per hour	0.00%	Price depends on room and venue
CES	Library & Heritage Services	Hall Lettings			Original purchase price	Original purchase price	NA	
CES	Library & Heritage Services	Charges for Lost Items			£2.20	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Replacement Library Card		Per Night	£3.50	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Front Cover/Jacket			£26.00	See Comment	NA	Charge based on item being purchased and finish required
CES	Library & Heritage Services	Local History and Re-Sale Material			£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Local History Centre - Commercial Interior			£55.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Local History Centre - Commercial Leaflets & Brochures			£55.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Local History Centre - Commercial Advertising in Newspapers & Postcards, greetings cards, giftware			£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Commercial Interior Design & Exhibition		Up to 5 Images	£275.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Commercial Interior Design & Television		Additional Images	£25.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	One Showing		Per Transmission	£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	5-Year unlimited transmission			£275.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	DVDs, Films, Videos & CD-ROMs			£140.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Exhibition			£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Web Use			£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CES	Library & Heritage Services	Education Library Service	Primary School	Per Pupil	£18.00	See Comment	NA	TBC - Charges are reviewed on an academic year basis
CES	Library & Heritage Services	Education Library Service	Secondary School	Full Subscription	£5,464.60	See Comment	NA	TBC - Charges are reviewed on an academic year basis
CES	Library & Heritage Services	Education Library Service	Secondary School	Tutor Box Only	£2,613.50	See Comment	NA	TBC - Charges are reviewed on an academic year basis
CES	Library & Heritage Services	Education Library Service	PVI Nurseries		£136.30	See Comment	NA	TBC - Charges are reviewed on an academic year basis
CES	Library & Heritage Services	Monitoring Library Service	Artefact Topic Box	Out of Borough Schools	£75 plus £15	See Comment	NA	TBC - Charges are reviewed on an academic year basis
Resources	Telecare	Monitoring Service		Per week	£3.80	£3.90	2.53%	Provision of alarm service to residents
Resources	Telecare	Full Service		Per week	£7.59	£7.75	2.11%	Provision of alarm service to residents
Resources	Telecare	Peabody Trust	Alley House	Annual	£6,338.22	£6,465.00	2.00%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Lampson House	Annual	£4,609.72	£4,700.00	1.96%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Darwin Court	Annual	£11,178.31	£11,400.00	1.98%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Dawley Court	Annual	£6,107.74	£6,230.00	2.00%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Lomond House	Annual	£6,799.18	£6,935.00	2.00%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Walston and Founders House	Annual	£5,752.02	£5,880.00	2.05%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Elwood Court	Annual	£7,029.66	£7,170.00	2.00%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Islington & Shore ditch	Annual	£4,817.69	£4,915.00	2.02%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Barnsbury Housing	Annual	£3,571.51	£3,645.00	2.06%	Provision of alarm service to Housing Association
Resources	Law & Governance - Residential	RTB Lease Print (on grant of right to buy lease)			£90.00	£92.00	2.22%	
Resources	Law & Governance - Residential	Sealing fee (RTBs)			£15.00	£15.50	3.33%	
Resources	Law & Governance - Residential	Certificate of Compliance			£255.00	£260.00	1.96%	
Resources	Law & Governance - Residential	Release of Charge (D51)			£120.00	£125.00	4.17%	
Resources	Law & Governance - Residential	Release of Restriction (RX1)			£120.00	£125.00	4.17%	
Resources	Law & Governance - Residential	Variation of Restrictions			£305.00	£310.00	1.64%	
Resources	Law & Governance - Residential	Memorandum of Staircasing			£255.00	£260.00	1.96%	
Resources	Law & Governance - Residential	Postponement of Charge			£255.00	£260.00	1.96%	
Resources	Law & Governance - Residential	Combined Standard Deeds of Variation & Licences to Alter			£715.00	£730.00	2.10%	
Resources	Law & Governance - Residential	Combined Other Deeds of Variation & Licences to Alter	e.g. loft space Works; change of lease plans		£895.00	£915.00	2.23%	
Resources	Law & Governance - Residential	Separate Deed of Variation			£460.00	£470.00	2.17%	
Resources	Law & Governance - Residential	Separate Licence to Alter			£460.00	£470.00	2.17%	
Resources	Law & Governance - Residential	Letter of Consent			£360.00	£370.00	2.78%	
Resources	Law & Governance - Residential	Deed of Covenant			£100.00	£100.00	0.00%	
Resources	Law & Governance - Residential	RTB Supplemental Lease			£665.00	£680.00	2.26%	

Appendix C1: General Fund Fees and Charges 2021/22

Resources	Law & Governance - Residential	Lease Extension			£1,000.00	£1,050.00	5.00%
Resources	Law & Governance - Residential	Freehold Enfranchisement (statutory or voluntary sales)			£1,000.00	£1,050.00	5.00%
Resources	Law & Governance - Residential	Freehold Enfranchisement with Leaseback			£1,350.00	£1,380.00	2.22%
Resources	Law & Governance - Commercial	Grant of new commercial lease		Minimum Charge	£1,000.00	£1,050.00	5.00%
Resources	Law & Governance - Commercial	All licences and deeds	Assignment, alterations, rectification, subletting etc.	Minimum Charge	£850.00	£870.00	2.35%
Resources	Law & Governance - Commercial	Notice of Charge/Assignment			£65.00	£65.00	0.00%
Resources	Law & Governance - Commercial	Notice to Complete			£255.00	£260.00	1.96%
HASS	Adult Social Services	Meals in Day Care Centres			£3.10	£3.10	0.00%
HASS	Adult Social Services	Deferred Payments		Set up fee	£1,590.00	£1,620.00	1.89%
HASS	Adult Social Services	Deferred Payments		Annual fee	£250.00	£274.00	1.97%
HASS	Adult Social Services	Deferred Payments	Complex case	Per hour	£134.10	£137.00	2.16%
HASS	Adult Social Services	Deputyship		Annual management fee	Various fixed rates	Various fixed rates	NA
HASS	Adult Social Services	Protection of Property		Admin Fee	£386.00	£394.00	2.07%
HASS	Adult Social Services	Protection of Property		Fee per hour	£29.00	£29.60	2.07%
HASS	Adult Social Services	Protection of Property - Pets	Dog	Per Week	£17.40	£17.75	2.01%
HASS	Adult Social Services	Protection of Property - Pets	Cat	Per Week	£11.50	£11.75	2.17%
HASS	Adult Social Services	Community care charges			Individually assessed charge under Government regulations.	Individually assessed charge under Government regulations.	NA
HASS	Adult Social Services	Residential care charges			Individually assessed charge under Government regulations.	Individually assessed charge under Government regulations.	NA
HASS	Housing Needs & Strategy	Furniture Storage			£152.95	£156.00	1.99%
E & R	Public Protection	Public Protection Officer Charges for carrying out works in default following service of Notices		Hourly Rate	£75.00	£75.00	0.00%
E & R	Public Protection	Land Charges LA Searches	LLC1	Per Case	£250.00 or 30% of cost of	£250.00 or 30% of cost of	NA
E & R	Public Protection	Land Charges LA Searches	Con29R		£27.00	£27.00	0.00%
E & R	Public Protection	Land Charges LA Searches	Enhanced Personal search		£107.00	£107.00	0.00%
E & R	Public Protection	Land Charges LA Searches	Information search		£0.00	£0.00	0.00%
E & R	Public Protection	Land Charges LA Searches	Personal inspection of the Local Land Charges Register under EIR		£58.00	£58.00	0.00%
E & R	Public Protection	Land Charges LA Searches	Part 2 (Con290) questions		£0.00	£0.00	0.00%
E & R	Public Protection	Land Charges LA Searches	Part 3 (your own) questions		£12.00	£12.00	0.00%
E & R	Public Protection	Land Charges LA Searches	Right of Light Registration		£25.00	£25.00	0.00%
E & R	Public Protection	Land Search Enquiry		Per Reply Letter	£81.00	£81.00	0.00%
E & R	Public Protection	Land Search Enquiry		Per Copy of Consent	£71.00	£71.00	0.00%
E & R	Animal Services	Dog Recovery			£1.00	£1.00	0.00%
E & R	Animal Services	Animal Rehoming			£31.50	£32.15	2.06%
E & R	Animal Services	Animal Boarding			£55.65	£56.75	1.98%
E & R	Animal Services	Register of Seized Dogs			£12.60	£12.85	1.98%
E & R	Animal Services	1963			£4.41	£4.50	2.04%
E & R	Animal Services	Breeding Dogs Act 1973		Licence	£370.65	£378.00	1.98%
E & R	Animal Services	Breeding Dogs Act 1973		Renewal	£370.65	£378.00	1.98%
E & R	Animal Services	Breeding Dogs Act 1973		Renewal	£305.55	£312.00	2.11%
E & R	Animal Services	Breeding Dogs Act 1973		Renewal	£305.55	£312.00	2.11%
E & R	Animal Services	Dangerous Wild Animals Act 1976		Licence	£370.65	£378.00	1.98%
E & R	Animal Services	Dangerous Wild Animals Act 1976		Renewal	£370.65	£378.00	1.98%
E & R	Animal Services	Act 1925		Registration	£27.75	£29.00	2.16%
E & R	Animal Services	Act 1925		Copy Certificate	£22.50	£22.50	2.04%
E & R	Animal Services	Pet Animals Act 1951		Licence	£370.65	£378.00	1.98%
E & R	Animal Services	Pet Animals Act 1951		Renewal	£370.65	£378.00	1.98%
E & R	Animal Services	Riding Establishments Act 1964		Licence	£522.90	£534.00	2.12%
E & R	Animal Services	Riding Establishments Act 1964		Renewal	£522.90	£534.00	2.12%
E & R	Animal Services	Pest Control	Contracted Pest Control treatments	Per Hour	£187.10	£191.00	2.08%
E & R	Health	Act 2004			£645.00	£658.00	2.02%
E & R	Residential Environmental Health	Finsbury Park - Selective Licensing		5-Year	£500.00	£500.00	0.00%
E & R	Residential Environmental Health	Finsbury Park - Selective Licensing	Accredited Landlord	5-Year	£425.00	£425.00	0.00%
E & R	Residential Environmental Health	Finsbury Park - Selective Licensing	Additional for Assisted Application	5-Year	£167.00	£167.00	0.00%
E & R	Residential Environmental Health	HMO Licensing		5-Year	£288.00	£288.00	0.00%
E & R	Residential Environmental Health	HMO Licensing	Accredited Landlord	5-Year	£245.00	£245.00	0.00%
E & R	Residential Environmental Health	HMO Licensing	Additional for Assisted Application	5-Year	£352.00	£352.00	0.00%
E & R	Residential Environmental Health	HMO Licensing	Large Student Accommodation Block	5-Year	£33.00	£33.00	0.00%
E & R	Residential Environmental Health	HMO Licensing - S257		5-Year	£703.00	£703.00	0.00%
E & R	Residential Environmental Health	HMO Licensing - S257	Accredited Landlord	5-Year	£597.00	£597.00	0.00%
E & R	Residential Environmental Health	HMO Licensing - S257	Additional for Assisted Application	5-Year	£181.00	£181.00	0.00%
E & R	Health	Food Hygiene Training			£69.00	£69.00	0.00%
E & R	Health	Food Hygiene Re-rating		Per Hour	£75.00	£75.00	0.00%
E & R	Commercial Environmental Health	EH & TS Regulatory Services (including PAP)		Per Hour	£75.00	£76.50	2.00%
E & R	Property Record Viewing	Solicitor's Enquiry	24 Hour Response	Per Property	£134.00	£137.00	2.24%
E & R	Trading Standards & Street Trading	Business Advice	Business advice and ancillary advice services	Per Hour	£75.00	£76.50	2.00%
E & R	Trading Standards & Street Trading	Business Advice	Primary Authority charge for business advice/ancillary advice		£75.00	£76.50	2.00%
E & R	Trading Standards & Street Trading	Business Advice	London Local Authorities Act 2007 (S75)		£155.00	£155.00	0.00%
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Examining, testing, certifying, stamping, authorising or reporting on special weighing or measuring equipment.	Per Officer Per Hour	£106.00	£108.00	1.89%
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weights	Exceeding 5kg or not exceeding 5g	£15.50	£16.00	3.23%
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weights	Other weights	£14.50	£15.00	3.45%
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Measures	Linear measures not exceeding 3m	£15.50	£16.00	3.23%
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weighing Machines	Not exceeding 15kg	£37.00	£38.00	2.70%
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weighing Machines	15kg to 100kg	£57.00	£58.00	1.75%
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weighing Machines	100kg to 250 kg	£74.00	£76.00	2.70%

Appendix C1: General Fund Fees and Charges 2021/22

E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weighing Machines	250 kg to 1 tonne	£132.00	£135.00	2.27%	
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weighing Machines	1 tonne to 10 tonne	£231.00	£236.00	2.16%	
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weighing Machines	10 tonne to 30 tonne	£451.00	£460.00	2.00%	
E & R	Trading Standards & Street Trading	Weighing & Measuring Equipment	Weighing Machines	30 tonne to 60 tonne	£670.00	£685.00	2.24%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Intoxicating Liquor		Not exceeding 150 ml	£26.00	£26.00	0.00%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Intoxicating Liquor		Other	£27.00	£27.00	0.00%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Liquid Fuel and Lubricants	Multigrade	Container Type - Unsubdivided	£105.00	£107.00	1.90%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Liquid Fuel and Lubricants	Multigrade	Solely price adjustment	£132.00	£135.00	2.27%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Liquid Fuel and Lubricants	Multigrade	Otherwise	£231.00	£236.00	2.16%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Liquid Fuel and Lubricants	Other types-single outlets	Solely price adjustment	£104.00	£106.00	1.92%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Liquid Fuel and Lubricants	Other types-single outlets	Otherwise	£145.00	£148.00	2.07%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Liquid Fuel and Lubricants	Other types-single outlets	Other types - Multi outlets - Rate per meter	£143.00	£146.00	2.10%	
E & R	Trading Standards & Street Trading	Other Charges	Cancellation/Alteration of Appointment	Appointment between 9am-5pm Monday - Friday	£98.00	£100.00	2.04%	Only applies to cancellation/significant alteration of appointment without written prior notice.
E & R	Trading Standards & Street Trading	Other Charges	Cancellation/Alteration of Appointment	Appointment outside of 9am-5pm Monday - Friday	£147.00	£150.00	2.04%	Only applies to cancellation/significant alteration of appointment without written prior notice.
E & R	Trading Standards & Street Trading	Other Charges	Visit by Trading Standards Officer	Per hour, between 9am-5pm Monday - Friday	£98.00	£100.00	2.04%	A minimum charge of £100 will be made for the first hour or part thereof and then at a rate of £150 per hour thereafter. If the service has to hire additional weights or equipment to carry out testing or examination the additional cost will be payable by the submitter.
E & R	Trading Standards & Street Trading	Other Charges	Visit by Trading Standards Officer	Per hour, outside of 9am-5pm Monday - Friday	£147.00	£150.00	2.04%	A minimum charge of £100 will be made for the first hour or part thereof and then at a rate of £100 per hour thereafter. If the service has to hire additional weights or equipment to carry out testing or examination the additional cost will be payable by the submitter.
E & R	Trading Standards & Street Trading	GLC General (Powers) Act 1984	Sale of Goods by Competitive Bidding		£252.00	£257.00	1.98%	
E & R	Trading Standards & Street Trading	Scrap Metal Dealers Act 2013	Scrap Metal Dealer - Site Licence	3 Years	£558.00	£570.00	2.15%	
E & R	Trading Standards & Street Trading	Scrap Metal Dealers Act 2013	Scrap Metal Dealer renewal		£558.00	£570.00	2.15%	
E & R	Trading Standards & Street Trading	Scrap Metal Dealers Act 2013	Scrap Metal Dealer variation		£280.00	£286.00	2.14%	
E & R	Trading Standards & Street Trading	Scrap Metal Dealers Act 2013	Scrap Metal Collector		£336.00	£343.00	2.08%	
E & R	Trading Standards & Street Trading	Scrap Metal Dealers Act 2013	Scrap Metal Collector renewal		£336.00	£343.00	2.08%	
E & R	Trading Standards & Street Trading	Scrap Metal Dealers Act 2013	Scrap Metal Collector variation		£268.00	£274.00	2.24%	
E & R	Trading Standards & Street Trading	Scrap Metal Dealers Act 2013	Duplicates for either		£6.50	£6.50	0.00%	
E & R	Tables, Chairs, Advertising Boards	Tables and Chairs	Processing Fee - New Application - All bands		£788.00	£805.00	2.16%	
E & R	Tables, Chairs, Advertising Boards	Tables and Chairs	Processing Fee - Renewal - All bands		£440.00	£450.00	2.27%	
E & R	Tables, Chairs, Advertising Boards	Tables and Chairs	Band A	Per Sq Metre	£104.00	£106.00	1.92%	
E & R	Tables, Chairs, Advertising Boards	Tables and Chairs	Band B	Per Sq Metre	£70.00	£71.50	2.14%	
E & R	Tables, Chairs, Advertising Boards	Tables and Chairs	Band C	Per Sq Metre	£42.00	£43.00	2.38%	
E & R	Tables, Chairs, Advertising Boards	A Boards, Tables and Chairs	Band A	Per A board added to existing Tables and Chair licence	£302.00	£308.00	1.99%	
E & R	Tables, Chairs, Advertising Boards	A Boards, Tables and Chairs	Band B	Per A board added to existing Tables and Chair licence	£217.00	£221.50	2.07%	
E & R	Tables, Chairs, Advertising Boards	A Boards, Tables and Chairs	Band C	Per A board added to existing Tables and Chair licence	£98.00	£90.00	2.27%	
E & R	Tables, Chairs, Advertising Boards	A Board Only	Band A	Per A board only	£421.00	£430.00	2.14%	
E & R	Tables, Chairs, Advertising Boards	A Board Only	Band B	Per A board only	£302.00	£308.00	1.99%	
E & R	Tables, Chairs, Advertising Boards	A Board Only	Band C	Per A board only	£129.00	£131.50	1.94%	
E & R	Tables, Chairs, Advertising Boards	Other Fees		Non-refundable charge in cases of early determination of refusal of application	£150.00	£153.00	2.00%	
E & R	Tables, Chairs, Advertising Boards	Other Fees		Variation fee (additional A Boards or licensee/premise name change)	£70.00	£71.50	2.14%	
E & R	Gambling Act 2005	Bingo Club License Fees	New Application		£2,035.00	£2,076.00	2.01%	
E & R	Gambling Act 2005	Bingo Club License Fees	Annual Fee		£1,040.00	£1,061.00	2.02%	
E & R	Gambling Act 2005	Bingo Club License Fees	Variation		£1,430.00	£1,460.00	2.10%	
E & R	Gambling Act 2005	Bingo Club License Fees	Transfer		£190.00	£194.00	2.11%	
E & R	Gambling Act 2005	Bingo Club License Fees	Re-instatement		£190.00	£194.00	2.11%	
E & R	Gambling Act 2005	Bingo Club License Fees	Provisional Statement		£2,035.00	£2,080.00	2.21%	
E & R	Gambling Act 2005	Bingo Club License Fees	New Application from Provisional Statement holder		£190.00	£194.00	2.11%	
E & R	Gambling Act 2005	Betting Premises License Fees	Excluding Tracks - Re-instatement		£190.00	£194.00	2.11%	
E & R	Gambling Act 2005	Betting Premises License Fees	Excluding Tracks - New Application from Provisional Statement holder		£190.00	£194.00	2.11%	
E & R	Gambling Act 2005	Betting Premises License Fees	Excluding Tracks - Application for Provisional Statement		£2,035.00	£2,076.00	2.01%	
E & R	Gambling Act 2005	Betting Premises License Fees	Tracks - New Application		£2,035.00	£2,076.00	2.01%	
E & R	Gambling Act 2005	Betting Premises License Fees	Tracks - Transfer		£435.00	£444.00	2.07%	
E & R	Gambling Act 2005	Betting Premises License Fees	Tracks - Re-instatement		£435.00	£444.00	2.07%	
E & R	Gambling Act 2005	Betting Premises License Fees	Tracks - Provisional Statement		£2,035.00	£2,076.00	2.01%	
E & R	Gambling Act 2005	Betting Premises License Fees	Tracks - New Application from provisional statement holder		£435.00	£444.00	2.07%	
E & R	CCTV Enquiries	Request from Solicitors, Lawyers, Courts	DVD Single Camera footage		£103.00	£105.00	1.94%	
E & R	CCTV Enquiries	Request from Solicitors, Lawyers, Courts	DVD Multiple camera footage		£128.00	£130.50	1.95%	
E & R	Planning & Development	Research Fee	Admin Time	Per Hour	£56.00	£57.00	1.79%	
E & R	Planning & Development	Pre-Application & Other Advice	Duty Planning Officer Slot		£79.20	£81.00	2.27%	
E & R	Planning & Development	Pre-Application & Other Advice		Householder application (changes to a single house or flat)	£286.00	£292.00	2.10%	
E & R	Planning & Development	Pre-Application & Other Advice		Householder application with site visit	£465.00	£474.00	1.94%	
E & R	Planning & Development	Pre-Application & Other Advice		Householder follow up meeting	£185.00	£189.00	2.16%	
E & R	Planning & Development	Pre-Application & Other Advice		Listed building consent	£425.00	£434.00	2.12%	
E & R	Planning & Development	Pre-Application & Other Advice		Listed building consent with site visit	£611.00	£623.00	1.96%	
E & R	Planning & Development	Pre-Application & Other Advice		Listed Building consent follow up meeting	£212.00	£216.00	1.89%	

Appendix C1: General Fund Fees and Charges 2021/22

E & R	Planning & Development	Pre-Application & Other Advice	Small scale minor application with site visit		£1,184.00	£1,208.00	2.03%
E & R	Planning & Development	Pre-Application & Other Advice	Small scale minor follow up meeting		£680.00	£694.00	2.06%
E & R	Planning & Development	Pre-Application & Other Advice	Larger scale minor development (4-6 residential units, or 500-999 sq.m commercial) - 4a category		£1,888.00	£1,926.00	2.01%
E & R	Planning & Development	Pre-Application & Other Advice	Large scale minor follow up meeting (4-6) 4a		£1,173.00	£1,197.00	2.05%
E & R	Planning & Development	Pre-Application & Other Advice	Larger scale minor development (7-9 residential units, or 500-999 sq.m commercial) - 4b category		£2,264.00	£2,310.00	2.03%
E & R	Planning & Development	Pre-Application & Other Advice	Large scale minor follow up meeting (7-9) 4b		£1,410.00	£1,440.00	2.13%
E & R	Planning & Development	Pre-Application & Other Advice	(5a) Major application: 10-20 residential units or 1000 to 1999sqm		£8,171.00	£8,335.00	2.01%
E & R	Planning & Development	Pre-Application & Other Advice	(5a) Major Applications follow up meeting		£2,431.00	£2,480.00	2.02%
E & R	Planning & Development	Pre-Application & Other Advice	(5b) Major application >21 residential units <40 units or >2000sqm < 5000sqm commercial floorspace		£10,720.00	£10,935.00	2.01%
E & R	Planning & Development	Pre-Application & Other Advice	(5a) Major application per extra meeting		£5,360.00	£5,470.00	2.05%
E & R	Planning & Development	Pre-Application & Other Advice	Planning Performance Agreement - (5a) Major application - Set up Fee only, extra charges for delivering an agreed programme		£8,130.00	£8,295.00	2.03%
E & R	Planning & Development	Pre-Application & Other Advice	Planning Performance Agreement - Major application (excluding 5a)	Bespoke	Bespoke	NA	
E & R	Planning & Development	Pre-Application & Other Advice	Meeting charge to Discuss Non-Material Amendments to Major Development (56a)	To be negotiated	To be negotiated	NA	
E & R	Planning & Development	Pre-Application & Other Advice	Planning Performance Agreement (conditions)	Bespoke	Bespoke	NA	
E & R	Planning & Development	Pre-Application & Other Advice	Planning Performance Agreement (s73) - for Major Developments	Bespoke	Bespoke	NA	
E & R	Planning & Development	Pre-Application & Other Advice	Extensions of time - minor 4a		£1,230.00	£1,255.00	2.03%
E & R	Planning & Development	Pre-Application & Other Advice	Extensions of time - minor 4b		£1,643.00	£1,676.00	2.01%
E & R	Planning & Development	Pre-Application & Other Advice	Extension of times Majors (5a)		£8,171.00	£8,335.00	2.01%
E & R	Planning & Development	Pre-Application & Other Advice	Extension of times Majors (5b)		£10,720.00	£10,935.00	2.01%
E & R	Planning & Development	Pre-Application & Other Advice	Design review panel		£4,340.00	£4,430.00	2.07%
E & R	Planning & Development	Pre-Application & Other Advice	Design Review Panel (Second/Third Meeting)		£3,330.00	£3,400.00	2.10%
E & R	Planning & Development	Pre-Application & Other Advice	Officer research/ correspondence per hour		£141.00	£144.00	2.13%
E & R	Planning & Development	Pre-Application & Other Advice	Express Enforcement correspondence		£645.00	£658.00	2.02%
E & R	Planning & Development	Pre-Application & Other Advice	Refund for returned invalid application		20% of application fee	20% of application fee	NA
E & R	Planning & Development	Pre-Application & Other Advice	Streetbook Surgeries		£1,625.00	£1,660.00	2.15%
E & R	Building Control	Property Record Viewing, Photocopying	Enquiry Charge - all information readily available on back-office/land charges or statutory register	Per Property	£110.00	£112.50	2.27%
E & R	Building Control	Property Record Viewing, Photocopying	Enquiry Charge - additional research required		£110.00	£112.50	2.27%
E & R	Building Control	Property Record Viewing, Photocopying	Additional page/drawing		£1.00	£1.00	0.00%
E & R	Building Control	Property Record Viewing, Photocopying	Each single copy of microfiche		£11.00	£11.50	4.55%
E & R	Building Control	Property Record Viewing, Photocopying	Solicitor's enquiry (48 hour response)		£300.00	£306.00	2.00%
E & R	Building Control	Temporary Structure	Renewal - Professional/Technical Time	Per Hour	£110.00	£112.50	2.27%
E & R	Building Control	Temporary Structure	Renewal - Administrative Time	Per Hour	£110.00	£112.50	2.27%
E & R	Building Control	Temporary Structure	Renewal - Demolition Notice	Standard Application	£550.00	£561.00	2.00%
E & R	Building Control	Temporary Structure	Renewal - Demolition Notice	Complex Application	£590.00	£1,009.80	2.00%
E & R	Building Control	Temporary Structure	New - Minimum Charge		£350.00	£350.00	0.00%
E & R	Building Control	Dangerous Structure	Standard Charge on issue of Notice		£330.00	£330.00	0.00%
E & R	Building Control	Dangerous Structure	Site visits and Dealing with Matters	Per Hour	£440.00	£440.00	0.00%
E & R	Building Control	Miscellaneous Charges	Refunds & Cancellations		£115.00	£115.00	0.00%
E & R	Building Control	Miscellaneous Charges	Service Not Stated	On application	On application	NA	
E & R	Public Protection	Street Naming or Numbering: New Site	1-9 units		£215.00	£215.00	0.00%
E & R	Public Protection	Street Naming or Numbering: New Site	10-20 units		£280.00	£280.00	0.00%
E & R	Public Protection	Street Naming or Numbering: New Site	For each additional unit over 20		£40.00	£40.00	0.00%
E & R	Building Control	Street Naming or Numbering: New Site	Naming a new street (including access ways, mews, cul-de-sacs)		£0.00	£0.00	0.00%
E & R	Public Protection	Street Naming or Numbering: Existing Site	Renaming a street		£455.00	£465.00	2.20%
E & R	Public Protection	Street Naming or Numbering: Existing Site	Naming or re-naming of a property		£263.00	£269.00	2.28%
E & R	Public Protection	Street Naming or Numbering: Existing Site	Renumbering of a property		£263.00	£269.00	2.28%
E & R	Building Control	Existing Site	Postcode enquiries		£0.00	£0.00	0.00%
E & R	Building Control	Street Naming or Numbering: Existing Site	Resubmission with new proposals if original application refused and within 1 month of refusal		£0.00	£0.00	0.00%
E & R	Environmental Services - Highways	Enquiry From Solicitor, Developer, Business	Level 1 - Highway search - provide plan		£50.00	£52.00	4.00%
E & R	Environmental Services - Highways	Enquiry From Solicitor, Developer, Business	Level 2 - Highway search plan & written response to 1 question		£98.00	£100.00	2.04%
E & R	Environmental Services - Highways	Enquiry From Solicitor, Developer, Business	Level 3 - Highway Search plan and written response provided up to 5 questions		£180.00	£190.00	5.56%
E & R	Environmental Services - Highways	Enquiry From Solicitor, Developer, Business	Level 4 - Highway search plans and written response to 6+ questions		£235.00	£250.00	6.38%

Appendix C1: General Fund Fees and Charges 2021/22

E & R	Environmental Services - Highways	Permissions Highways Act 1980	Section 50 Opening of Highway	Up to 3 Days	£400.00	£410.00	2.50%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Section 50 Opening of Highway	4-10 Days	£850.00	£875.00	2.94%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Section 50 Opening of Highway	Over 10 Days	£2,250.00	£2,300.00	2.22%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Section 50 Opening of Highway - Non excavation		£300.00	£350.00	16.67%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Section 50 Opening of Highway - Extension fee Footway Works		£225.00	£250.00	11.11%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Section 50 Opening of Highway - Extension fee Carriageway Works		£450.00	£500.00	11.11%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Temporary Crossover permission - Standard Vehicle		£850.00	£900.00	5.88%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Temporary Crossover permission - Heavy Duty Vehicle over 5 tonnes in weight		£2,250.00	£2,500.00	11.11%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Extension fees - Temporary Crossovers - Standard Vehicle		£225.00	£250.00	11.11%
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Extension fees - Temporary Crossovers - Heavy Duty Vehicle Over 5 tonne in weight		£0.00	£400.00	NA
E & R	Environmental Services - Highways	Permissions Highways Act 1980	Site Inspection fee for valid complaints or unauthorised overstay		£225.00	£250.00	11.11%
E & R	Environmental Services - Highways	Skips	Highways Management/Coordination		£98.00	£100.00	2.04%
E & R	Environmental Services - Highways	Highways License	Highways Occupation Licence		£600.00	£625.00	4.17%
E & R	Environmental Services - Highways	Highways License	Highways pre-works advice for highway activities and construction management	Per Hour	£58.00	£65.00	12.07%
E & R	Environmental Services - Highways	Highways License	Short hold traffic arrangements assessment and permission		£150.00	£155.00	3.33%
E & R	Environmental Services - Highways	Materials License Fee	Deposit value <£750 Level 1 Fee		£400.00	£425.00	6.25%
E & R	Environmental Services - Highways	Materials License Fee	£751-<£1500 Level 2 Fee		£600.00	£625.00	4.17%
E & R	Environmental Services - Highways	Materials License Fee	£1501-<£3000 Level 3 Fee		£950.00	£1,000.00	5.26%
E & R	Environmental Services - Highways	Materials License Fee	£3001-<£6000 Level 4 Fee		£1,100.00	£1,200.00	9.09%
E & R	Environmental Services - Highways	Materials License Fee	£6001-< Level 5 Fee		Fee 40% of deposit	Fee 40% of deposit	NA
E & R	Environmental Services - Highways	Scaffold License Fee	Deposit value <£750 Level 1 Fee		£400.00	£425.00	6.25%
E & R	Environmental Services - Highways	Scaffold License Fee	£751-<£1500 Level 2 Fee		£600.00	£625.00	4.17%
E & R	Environmental Services - Highways	Scaffold License Fee	£1501-<£3000 Level 3 Fee		£950.00	£1,000.00	5.26%
E & R	Environmental Services - Highways	Scaffold License Fee	£3001-<£6000 Level 4 Fee		£1,100.00	£1,200.00	9.09%
E & R	Environmental Services - Highways	Scaffold License Fee	£6001-< Level 5 Fee		Fee 40% of deposit	Fee 40% of deposit	NA
E & R	Environmental Services - Highways	Scaffold Gantry License Fee	Deposit value <£750 Level 1 Fee		£800.00	£850.00	6.25%
E & R	Environmental Services - Highways	Scaffold Gantry License Fee	£751-<£1500 Level 2 Fee		£1,200.00	£1,300.00	8.33%
E & R	Environmental Services - Highways	Scaffold Gantry License Fee	£1501-<£3000 Level 3 Fee		£1,600.00	£1,700.00	6.25%
E & R	Environmental Services - Highways	Scaffold Gantry License Fee	£3001-<£6000 Level 4 Fee		£1,700.00	£1,800.00	5.88%
E & R	Environmental Services - Highways	Scaffold Gantry License Fee	£6001-< Level 5 Fee		Fee 40% of deposit	Fee 40% of deposit	NA
E & R	Environmental Services - Highways	Hoarding License Fee	Deposit value <£750 Level 1 Fee		£400.00	£425.00	6.25%
E & R	Environmental Services - Highways	Hoarding License Fee	£751-<£1500 Level 2 Fee		£600.00	£625.00	4.17%
E & R	Environmental Services - Highways	Hoarding License Fee	£1501-<£3000 Level 3 Fee		£950.00	£1,000.00	5.26%
E & R	Environmental Services - Highways	Hoarding License Fee	£3001-<£6000 Level 4 Fee		£1,100.00	£1,200.00	9.09%
E & R	Environmental Services - Highways	Hoarding License Fee	£6001-< Level 5 Fee		Fee 40% of deposit	Fee 40% of deposit	NA
E & R	Environmental Services - Highways	Hoarding License Fee	Extension fees for Material, Scaffolding & Hoarding, Gantry Level 1		£225.00	£250.00	11.11%
E & R	Environmental Services - Highways	Hoarding License Fee	Extension fees for Material, Scaffolding & Hoarding, Gantry Level 2		£325.00	£350.00	7.69%
E & R	Environmental Services - Highways	Hoarding License Fee	Extension fees for Material, Scaffolding & Hoarding, Gantry Level 3		£425.00	£450.00	5.88%
E & R	Environmental Services - Highways	Hoarding License Fee	Extension fees for Material, Scaffolding & Hoarding, Gantry Level 4		£525.00	£550.00	4.76%
E & R	Environmental Services - Highways	Hoarding License Fee	Extension fees for Material, Scaffolding & Hoarding, Gantry Level 5		£625.00	£650.00	4.00%
E & R	Environmental Services - Highways	Hoarding License Fee	Site Inspection fee for valid complaints or unauthorised overstay		£225.00	£250.00	11.11%
E & R	Environmental Services - Highways	Construction Site Service Area	Deposit value <£750 Level 1 Fee		£400.00	£450.00	12.50%
E & R	Environmental Services - Highways	Construction Site Service Area	£751-<£1500 Level 2 Fee		£600.00	£650.00	8.33%
E & R	Environmental Services - Highways	Construction Site Service Area	£1501-<£3000 Level 3 Fee		£950.00	£1,000.00	5.26%
E & R	Environmental Services - Highways	Construction Site Service Area	£3001-<£6000 Level 4 Fee		£1,100.00	£1,200.00	9.09%
E & R	Environmental Services - Highways	Construction Site Service Area	£6001-< Level 5 Fee		Fee 40% of deposit	Fee 40% of deposit	NA
E & R	Environmental Services - Highways	Crane Operation Licenses	Oversailing the highway		£900.00	£950.00	5.56%
E & R	Environmental Services - Highways	Crane Operation Licenses	Operation on the highway		£425.00	£450.00	5.88%
E & R	Environmental Services - Highways	Crane Operation Licenses	Overhang licence section 177 Highways Act 1980		£425.00	£450.00	5.88%
E & R	Environmental Services - Highways	Containers	Management fee		£210.00	£220.00	4.76%
E & R	Environmental Services - Highways	Containers	Weekly storage fee on the highway		£220.00	£230.00	4.55%
E & R	Environmental Services - Highways	Legal Notices & Works Road Traffic Act 1984	Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 14(1) for less than 3 months or Emergency works 14(2)		£3,700.00	£3,775.00	2.03%
E & R	Environmental Services - Highways	Legal Notices & Works Road Traffic Act 1984	Extension to section 14 closure per month		£550.00	£575.00	4.55%
E & R	Environmental Services - Highways	Legal Notices & Works Road Traffic Act 1984	Temporary Traffic Restriction Orders/Notices (incl statutory press notices) under section 16A Commercial Street Parties		£3,700.00	£3,775.00	2.03%
E & R	Environmental Services - Highways	Legal Notices & Works Road Traffic Act 1984	Permanent traffic orders under all sections of the highways, traffic regulation and road traffic acts		£2,475.00	£2,525.00	2.02%
E & R	Environmental Services - Highways	Planter Application Fee	Planter application for assessment an Permission	1 - 5 years	£0.00	£102.40	NA
E & R	Environmental Services - Highways	Planter Licence fee	Planter licence fee to occupy Public Highways (1 year)	1 year	£0.00	£116.00	NA
E & R	Environmental Services - Highways	Rental fee for Planter Container	Planter Container to rent and fill soil	1- 5 year (300x600x600)	£0.00	£770.00	NA
E & R	Environmental Services - Highways	Rental fee for Planter Container	Planter Container to rent and fill soil	1- 5 year (600x900x600)	£0.00	£900.00	NA
E & R	Environmental Services - Highways	Rental fee for Planter Container	Planter Container to rent and fill soil	1- 5 year (1300x1300x800)	£0.00	£1,000.00	NA
E & R	Environmental Services - Highways	Hedge, tree and Foliage overhang inspection and admin	Hedge, Tree and Foliage Management and assessment Fee		£0.00	£280.00	NA
E & R	Environmental Services - Highways	Hedge, tree and Foliage overhang assessment fee for actual works	Hedge, tree and foliage pruning and removal of waste	Per Hour	£0.00	£85.00	NA

Appendix C1: General Fund Fees and Charges 2021/22

			Professional fees for works: Site Visits/Estimates /Works management		30% of works cost	30% of works cost:NA	
E & R	Environmental Services - Highways	Rechargeable Works	Emergency call out works: Vehicle and response team		£680.00	£715.00	5.15%
E & R	Commercial Waste	Waste Management	Sacks	Per 50	£89.90	£89.90	0.00%
E & R	Commercial Waste	Waste Management	Rec Sacks	Per 50	£70.50	£70.50	0.00%
E & R	Commercial Waste	Waste Management	Bulk	Per item (minimum charge £50)	£23.80	£23.80	0.00%
E & R	Commercial Waste	Waste Management	Paladin	Per lift	£16.30	£16.30	0.00%
E & R	Commercial Waste	Waste Management	Paladin	Annual hire	£130.20	£130.20	0.00%
E & R	Commercial Waste	Waste Management	Wheelee Bin 240 litre	Per lift	£7.50	£7.50	0.00%
E & R	Commercial Waste	Waste Management	Wheelee Bin 240 litre (Rec)	Per lift	£6.70	£6.70	0.00%
E & R	Commercial Waste	Waste Management	Wheelee Bin 330/360 litre	Per lift	£9.30	£9.30	0.00%
E & R	Commercial Waste	Waste Management	Wheelee Bin 330/360 litre (Rec)	Per lift	£6.70	£6.70	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 550/660 litre	Per lift	£13.00	£13.00	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 550/660 litre (Rec)	Per lift	£8.00	£8.00	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 550/660 litre	Annual hire	£141.00	£141.00	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 770 litre	Per lift	£14.10	£14.10	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 770 litre	Annual hire	£162.70	£162.70	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 1100 litre	Per lift	£17.40	£17.40	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 1100 litre	Annual hire	£10.00	£10.00	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 1280 litre	Per lift	£195.20	£195.20	0.00%
E & R	Commercial Waste	Waste Management	Eurobin 1280 litre	Annual	£18.40	£18.40	0.00%
E & R	Commercial Waste	Waste Management	Skips Light Waste (8 yarder)	Per lift	£217.00	£217.00	0.00%
E & R	Commercial Waste	Waste Management	Skips Building Material (8 yarder)	Per lift	£304.00	£304.00	0.00%
E & R	Commercial Waste	Waste Management	Special Collections (Minimum Charge)	One off	£369.00	£369.00	0.00%
E & R	Commercial Waste	Waste Management	Confidential Waste Collection	One off	£86.80	£86.80	0.00%
E & R	Commercial Waste	Purchase of Eurobins	240 litre		£57.50	£57.50	0.00%
E & R	Commercial Waste	Purchase of Eurobins	360 litre		£104.10	£104.10	0.00%
E & R	Commercial Waste	Purchase of Eurobins	660 litre		£412.00	£412.00	0.00%
E & R	Commercial Waste	Purchase of Eurobins	770 litre		£434.00	£434.00	0.00%
E & R	Commercial Waste	Purchase of Eurobins	1100 litre		£466.00	£466.00	0.00%
E & R	Commercial Waste	Purchase of Eurobins	1280 litre		£477.00	£477.00	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Sacks	Per 50	£44.40	£44.40	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Paladin hire	Per lift	£8.80	£8.80	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Paladin hire	Annual hire	£130.20	£130.20	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Wheelee Bin 240 litre	Per lift	£4.40	£4.40	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Wheelee Bin 330/360 litre	Per lift	£6.60	£6.60	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Eurobin 550/660 litre	Per lift	£7.10	£7.10	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Eurobin 550/660 litre	Annual hire	£141.00	£141.00	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Eurobin 770/800 litre	Per lift	£8.20	£8.20	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Eurobin 770/800 litre	Annual hire	£162.70	£162.70	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Eurobin 1100 litre	Per lift	£8.80	£8.80	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Eurobin 1100 litre	Annual hire	£195.20	£195.20	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Eurobin 1280 litre	Per lift	£10.00	£10.00	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Eurobin 1280 litre	Annual hire	£216.90	£216.90	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Skips Light Waste (8 yarder)	Per lift	£216.90	£216.90	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Skips Light Waste (12 yarder) perm	Per lift	£227.80	£227.80	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Special Collections (Minimum Charge)	One off	£104.10	£104.10	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Confidential Waste Collection	One off	£70.50	£70.50	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	240 litre		£57.50	£57.50	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	360 litre		£104.10	£104.10	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	660 litre		£412.00	£412.00	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	770 litre		£434.00	£434.00	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	1100 litre		£466.00	£466.00	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	1280 litre		£477.00	£477.00	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	Duty of Care Document Charge	Quarterly	£17.40	£17.40	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	Duty of Care Document Charge	Semi-Annually	£34.70	£34.70	0.00%
E & R	Charity/Educational Establishment Waste	Purchase of Eurobins	Duty of Care Document Charge	Annually	£68.30	£68.30	0.00%
E & R	Clinical Waste	Removal of Bagged Clinical Waste	Min charge per visit	Up to (and including) 7 Bags	£38.00	£38.00	0.00%
E & R	Clinical Waste	Removal of Bagged Clinical Waste	Each additional bag over 7 collected	Each Bag	£6.00	£6.00	0.00%
E & R	Clinical Waste	Sharps	Min charge per visit	Up to (and including) 5 Boxes	£38.00	£38.00	0.00%
E & R	Clinical Waste	Removal of Bagged Clinical Waste	Each additional box over 5 collected	Each Bag	£6.00	£6.00	0.00%
E & R	Bulky Waste	Removal of Bulky Waste	Bulky Waste	Per item (minimum charge £31.50)	£10.30	£10.50	1.94%
E & R	Bulky Waste	Removal of Bulky Waste	Reusable bulky waste	Per item (minimum charge £15.90)	£5.20	£5.30	1.92%
E & R	Parking Permits	Blue Badges	Blue Badge processing		£0.00	£0.00	0.00%
E & R	Parking Permits	Blue Badges	Associated residents permit for Blue Badge holders		£0.00	£0.00	0.00%
E & R	Parking Permits	Blue Badges	Blue Badge replacement for lost 1st one in 3 years		£0.00	£0.00	0.00%

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E & R	Parking Permits	Blue Badges	Blue Badge replacement for stolen 1st one in 3 years		£0.00	£0.00	0.00%
E & R	Parking Permits	Blue Badges	Blue Badge replacement for lost subsequent ones in 3 years		£10.00	£10.00	0.00%
E & R	Parking Permits	All Diesel Vehicles	Surcharge in Addition to Standard Permit	1 month permit	£10.30	£10.50	1.94%
E & R	Parking Permits	All Diesel Vehicles	Surcharge in Addition to Standard Permit	3 month permit	£30.90	£31.50	1.94%
E & R	Parking Permits	All Diesel Vehicles	Surcharge in Addition to Standard Permit	6 month permit	£61.80	£63.00	1.94%
E & R	Parking Permits	All Diesel Vehicles	Surcharge in Addition to Standard Permit	12 month permit	£123.60	£126.00	1.94%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Zero emission - electric vehicles	1 month permit	£0.00	£7.50	NA
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Zero emission - electric vehicles	3 month permit	£0.00	£7.50	NA
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Zero emission - electric vehicles	6 month permit	£0.00	£12.50	NA
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Zero emission - electric vehicles	12 month permit	£0.00	£25.00	NA
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band A (up to 100g/km)	1 month permit	£7.50	£7.50	0.00%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band A (up to 100g/km)	3 month permit	£7.50	£10.00	33.33%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band A (up to 100g/km)	6 month permit	£10.30	£15.00	45.63%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band A (up to 100g/km)	12 month permit	£20.60	£30.00	45.63%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band B (101-110g/km)	1 month permit	£7.50	£7.50	0.00%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band B (101-110g/km)	3 month permit	£7.50	£10.00	33.33%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band B (101-110g/km)	6 month permit	£11.35	£17.50	54.19%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band B (101-110g/km)	12 month permit	£22.70	£35.00	54.19%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band C (111-120g/km)	1 month permit	£7.50	£7.50	0.00%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band C (111-120g/km)	3 month permit	£8.15	£12.50	53.37%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band C (111-120g/km)	6 month permit	£16.30	£20.00	22.70%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band C (111-120g/km)	12 month permit	£32.60	£40.00	22.70%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band D (121-130g/km)	1 month permit	£7.50	£10.00	33.33%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band D (121-130g/km)	3 month permit	£21.70	£25.00	15.21%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band D (121-130g/km)	6 month permit	£43.35	£42.50	-1.96%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band D (121-130g/km)	12 month permit	£86.70	£95.00	9.57%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band E (131-140g/km)	1 month permit	£8.90	£12.50	40.45%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band E (131-140g/km)	3 month permit	£26.50	£30.00	13.21%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band E (131-140g/km)	6 month permit	£52.95	£57.50	8.59%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band E (131-140g/km)	12 month permit	£105.90	£115.00	8.59%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band F (141-150g/km)	1 month permit	£9.50	£15.00	57.89%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band F (141-150g/km)	3 month permit	£28.50	£35.00	22.81%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band F (141-150g/km)	6 month permit	£57.00	£62.50	9.65%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band F (141-150g/km)	12 month permit	£114.00	£125.00	9.65%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band G (151-165g/km)	1 month permit	£11.90	£17.50	47.06%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band G (151-165g/km)	3 month permit	£35.50	£40.00	12.68%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band G (151-165g/km)	6 month permit	£71.00	£75.00	5.63%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band G (151-165g/km)	12 month permit	£142.00	£150.00	5.63%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band H (166-175g/km)	1 month permit	£13.60	£20.00	47.06%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band H (166-175g/km)	3 month permit	£40.70	£45.00	10.57%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band H (166-175g/km)	6 month permit	£81.40	£87.50	7.49%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band H (166-175g/km)	12 month permit	£162.75	£175.00	7.53%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band I (176-185g/km)	1 month permit	£15.95	£22.50	41.07%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band I (176-185g/km)	3 month permit	£47.65	£60.00	25.92%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band I (176-185g/km)	6 month permit	£95.25	£100.00	4.99%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band I (176-185g/km)	12 month permit	£190.45	£200.00	5.01%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band J (186-200g/km)	1 month permit	£20.15	£25.00	24.07%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band J (186-200g/km)	3 month permit	£60.40	£70.00	15.89%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band J (186-200g/km)	6 month permit	£120.80	£127.50	5.55%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band J (186-200g/km)	12 month permit	£241.55	£255.00	5.57%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band K (201-225g/km)	1 month permit	£23.45	£27.50	17.27%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band K (201-225g/km)	3 month permit	£70.25	£75.00	6.76%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band K (201-225g/km)	6 month permit	£140.45	£147.50	5.02%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band K (201-225g/km)	12 month permit	£280.90	£295.00	5.02%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band L (226-255g/km)	1 month permit	£32.75	£40.00	22.14%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band L (226-255g/km)	3 month permit	£98.20	£110.00	12.02%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band L (226-255g/km)	6 month permit	£196.35	£207.50	5.68%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band L (226-255g/km)	12 month permit	£392.65	£415.00	5.69%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band M (256g/km and above)	1 month permit	£42.25	£45.00	6.51%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band M (256g/km and above)	3 month permit	£126.40	£135.00	6.80%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band M (256g/km and above)	6 month permit	£252.75	£267.50	5.84%
E & R	Parking Permits	Residents Parking Permit (Based on CO2 Emission)	Band M (256g/km and above)	12 month permit	£505.45	£535.00	5.85%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Electric vehicles - zero emissions	1 month permit	£0.00	£7.50	NA
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Electric vehicles - zero emissions	3 month permit	£0.00	£7.50	NA
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Electric vehicles - zero emissions	6 month permit	£0.00	£12.50	NA
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Electric vehicles - zero emissions	12 month permit	£0.00	£25.00	NA
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band A	1 month permit	£7.50	£7.50	0.00%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band A	3 month permit	£7.50	£10.00	33.33%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band A	6 month permit	£10.30	£15.00	45.63%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band A	12 month permit	£20.60	£30.00	45.63%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band B (1-900cc)	1 month permit	£7.50	£7.50	0.00%

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E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band B (1-900cc)	3 month permit	£7.50	£10.00	33.33%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band B (1-900cc)	6 month permit	£11.35	£17.50	54.19%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band B (1-900cc)	12 month permit	£22.70	£35.00	54.19%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band C (901-1100cc)	1 month permit	£7.50	£7.50	0.00%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band C (901-1100cc)	3 month permit	£8.15	£12.50	53.37%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band C (901-1100cc)	6 month permit	£16.30	£20.00	22.70%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band C (901-1100cc)	12 month permit	£32.60	£40.00	22.70%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band D (1101-1200cc)	1 month permit	£7.50	£10.00	33.33%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band D (1101-1200cc)	3 month permit	£21.70	£25.00	15.21%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band D (1101-1200cc)	6 month permit	£43.35	£42.50	-1.96%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band D (1101-1200cc)	12 month permit	£86.70	£95.00	9.57%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band E (1201-1300cc)	1 month permit	£8.90	£12.50	40.45%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band E (1201-1300cc)	3 month permit	£26.50	£30.00	13.21%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band E (1201-1300cc)	6 month permit	£52.95	£57.50	8.59%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band E (1201-1300cc)	12 month permit	£105.90	£115.00	8.59%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band F (1301-1399cc)	1 month permit	£9.50	£15.00	57.89%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band F (1301-1399cc)	3 month permit	£28.50	£35.00	22.81%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band F (1301-1399cc)	6 month permit	£57.00	£62.50	9.65%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band F (1301-1399cc)	12 month permit	£114.00	£125.00	9.65%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band G (1400-1500cc)	1 month permit	£11.90	£17.50	47.06%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band G (1400-1500cc)	3 month permit	£35.50	£40.00	12.68%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band G (1400-1500cc)	6 month permit	£71.00	£75.00	5.63%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band G (1400-1500cc)	12 month permit	£142.00	£150.00	5.63%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band H (1501-1650cc)	1 month permit	£13.60	£20.00	47.06%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band H (1501-1650cc)	3 month permit	£40.70	£45.00	10.57%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band H (1501-1650cc)	6 month permit	£81.40	£87.50	7.49%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band H (1501-1650cc)	12 month permit	£162.75	£175.00	7.53%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band I (1651-1850cc)	1 month permit	£15.95	£22.50	41.07%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band I (1651-1850cc)	3 month permit	£47.65	£60.00	25.92%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band I (1651-1850cc)	6 month permit	£95.25	£100.00	4.99%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band I (1651-1850cc)	12 month permit	£190.45	£200.00	5.01%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band J (1851-2100cc)	1 month permit	£20.15	£25.00	24.07%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band J (1851-2100cc)	3 month permit	£60.40	£70.00	15.89%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band J (1851-2100cc)	6 month permit	£120.80	£127.50	5.55%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band J (1851-2100cc)	12 month permit	£241.55	£255.00	5.57%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band K (2101-2500cc)	1 month permit	£23.45	£27.50	17.27%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band K (2101-2500cc)	3 month permit	£70.25	£75.00	6.76%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band K (2101-2500cc)	6 month permit	£140.45	£147.50	5.02%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band K (2101-2500cc)	12 month permit	£280.90	£295.00	5.02%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band L (2501-2750cc)	1 month permit	£32.75	£40.00	22.14%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band L (2501-2750cc)	3 month permit	£98.20	£110.00	12.02%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band L (2501-2750cc)	6 month permit	£196.35	£207.50	5.68%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band L (2501-2750cc)	12 month permit	£392.65	£415.00	5.69%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band M (2751cc and above)	1 month permit	£42.25	£45.00	6.51%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band M (2751cc and above)	3 month permit	£126.40	£135.00	6.80%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band M (2751cc and above)	6 month permit	£252.75	£267.50	5.84%
E & R	Parking Permits	Residents Parking Permit (Pre-2001 Vehicles)	Band M (2751cc and above)	12 month permit	£505.45	£535.00	5.85%
E & R	Parking Permits	Motorcycle Parking Permit	Solo Motorcycle	1 month permit	£7.50	£7.50	0.00%
E & R	Parking Permits	Motorcycle Parking Permit	Solo Motorcycle	3 month permit	£14.65	£15.00	2.39%
E & R	Parking Permits	Motorcycle Parking Permit	Solo Motorcycle	6 month permit	£29.30	£30.00	2.39%
E & R	Parking Permits	Motorcycle Parking Permit	Solo Motorcycle	12 month permit	£58.55	£60.00	2.48%
E & R	Parking Permits	Motorcycle Parking Permit	Residents match day permit - valid only during match or event days		£0.00	£0.00	0.00%
E & R	Parking Permits	Motorcycle Parking Permit	Hire Car permit (linked to hire car vouchers)		£15.80	£16.10	1.90%
E & R	Parking Permits	Motorcycle Parking Permit	Residents permit - black taxi concession - one band lower than the norm		Various	Various	NA
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Electric Vehicles	Per Complete Month	£1.70	£2.00	17.65%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band A	Per Complete Month	£1.70	£2.50	47.06%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band B	Per Complete Month	£1.85	£2.75	48.65%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band C	Per Complete Month	£2.70	£3.25	20.37%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band D	Per Complete Month	£7.20	£7.50	4.17%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band E	Per Complete Month	£8.90	£9.25	3.93%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band F	Per Complete Month	£9.50	£10.00	5.26%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band G	Per Complete Month	£11.90	£12.00	0.84%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band H	Per Complete Month	£13.60	£14.00	2.94%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band I	Per Complete Month	£15.95	£16.25	1.88%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band J	Per Complete Month	£20.15	£21.00	4.22%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band K	Per Complete Month	£23.45	£24.00	2.35%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band L	Per Complete Month	£32.75	£34.00	3.82%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Band M	Per Complete Month	£42.25	£44.00	4.14%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Admin fee - refund handling charge	Per Complete Month	£25.85	£26.50	2.51%
E & R	Parking Permits	Residents Parking Permit Refunds for Unused Permits	Diesel vehicle surcharge refund - 1 month	Per Complete Month	£10.00	£10.00	0.00%

Appendix C1: General Fund Fees and Charges 2021/22

E & R	Parking Permits	Visitor Parking Vouchers	Half hour vouchers	Book of 20	£12.40	£12.65	2.02%
E & R	Parking Permits	Visitor Parking Vouchers	3-hour vouchers	Book of 10	£34.00	£34.70	2.06%
E & R	Parking Permits	Visitor Parking Vouchers	All day voucher		£15.70	£16.00	1.91%
E & R	Parking Permits	Visitor Parking Vouchers	Half hour vouchers (concessionary)		£6.20	£6.35	2.42%
E & R	Parking Permits	Visitor Parking Vouchers	3-hour vouchers (concessionary)		£17.00	£17.35	2.06%
E & R	Parking Permits	Visitor Parking Vouchers	All day voucher (concessionary)		£7.85	£8.00	1.91%
E & R	Parking Permits	Visitor Parking Vouchers	E-visitor voucher charges (per half hour)		£0.50	£0.50	0.00%
E & R	Parking Permits	Visitor Parking Vouchers	E-visitor voucher charges (concessionary - per half hour session)		£0.25	£0.25	0.00%
E & R	Parking Permits	Visitor Parking Vouchers	E-visitor vouchers - all day (concessionary)		£14.25	£14.50	1.75%
E & R	Parking Permits	Visitor Parking Vouchers	E-visitors - evenings (C & K zones only)		£7.10	£7.25	2.11%
E & R	Parking Permits	Visitor Parking Vouchers	Hire car permit holder vouchers - half hour	Book of 20	£9.70	£9.90	2.06%
E & R	Parking Permits	Visitor Parking Vouchers	Hire car permit holder vouchers - 3 hour	Book of 10	£28.25	£28.80	1.95%
E & R	Parking Permits	Visitor Parking Vouchers	1-hour business voucher	Book of 10	£13.60	£13.90	2.21%
E & R	Parking Permits	Visitor Parking Vouchers	New parents vouchers - 40 hours free		£0.00	£0.00	0.00%
E & R	Parking Permits	Visitor Parking Vouchers	1-hour business visitor vouchers	Book of 20	£58.75	£60.00	2.13%
E & R	Parking Permits	Business Visitor Parking Vouchers	Business visitor Half hour vouchers	Book of 20	£14.60	£14.90	2.05%
E & R	Parking Permits	Business Visitor Parking Vouchers	Business visitor All day voucher		£32.70	£33.35	1.99%
E & R	Parking Permits	Other Permits	Doctors parking permit (New Doctors parking place installation - includes 1 permit)	Annual	£276.00	£281.50	1.99%
E & R	Parking Permits	Other Permits	Essential Services Permit (formerly Teacher Permit)	Annual	£390.00	£398.00	2.05%
E & R	Parking Permits	Other Permits	Business permit (under 150kg/m2 or up to 1600cc)	Annual	£778.00	£794.00	2.06%
E & R	Parking Permits	Other Permits	Business permit (under 150kg/m2 or up to 1600cc) 2nd permit	Annual	£1,040.00	£1,060.00	1.92%
E & R	Parking Permits	Other Permits	Business permit (over 151kg/m2 or over 1600cc)	Annual	£1,295.00	£1,320.00	1.93%
E & R	Parking Permits	Other Permits	Business permit (over 151kg/m2 or over 1600cc) 2nd permit	Annual	£1,540.00	£1,570.00	1.95%
E & R	Parking Permits	Other Permits	Business permit - electric	Annual	£602.00	£614.00	1.99%
E & R	Parking Permits	Other Permits	Business permit - linked to vouchers scheme	Annual	£20.40	£20.80	1.96%
E & R	Parking Permits	Other Permits	Match day and event day trader permits	Annual	£714.00	£728.00	1.96%
E & R	Parking Permits	Other Permits	Permission to Park	Per Day	£28.30	£28.90	2.12%
E & R	Parking Permits	Other Permits	Permission to Park	Per Week	£112.80	£115.00	1.95%
E & R	Parking Permits	Other Permits	Permission to Park	Per Month	£438.70	£448.00	2.12%
E & R	Parking Permits	Other Permits	Universal all-zone permit (1-25 fleet vehicles)	Annual	£4,275.00	£4,360.00	1.99%
E & R	Parking Permits	Other Permits	Universal all-zone permit (26-50 fleet vehicles)	Annual	£2,850.00	£2,910.00	2.11%
E & R	Parking Permits	Other Permits	Universal all-zone permit (50+ fleet vehicles)	Annual	£1,460.00	£1,490.00	2.05%
E & R	Parking Permits	Other Permits	Universal all-zone permit (non-fleet)	Per Month	£375.00	£382.50	2.00%
E & R	Parking Permits	Other Permits	Universal permit - discounted fee for electric vehicles		£3,085.00	£3,148.00	2.04%
E & R	Parking Permits	Other Permits	Universal permit - discounted fee for registered charities		£3,085.00	£3,148.00	2.04%
E & R	Parking Permits	Other Permits	Car club permit		£265.00	£270.00	1.89%
E & R	Parking Permits	Other Permits	Trader's Permit		£27.15	£27.70	2.03%
E & R	Parking	Parking Suspensions	Permission to place a licensed skip in a parking place - no dedicated suspension		£65.20	£66.50	1.99%
E & R	Parking	Parking Suspensions	Suspension admin charge (non residents)	First Day	£213.75	£218.00	1.99%
E & R	Parking	Parking Suspensions	Suspension admin charge (residents)	First Day	£102.40	£104.50	2.05%
E & R	Parking	Parking Suspensions	Suspension admin charge (all applicants)	Per Subsequence Day	£32.60	£33.25	1.99%
E & R	Parking	Parking Suspensions	Film work waiver	Per Day	£62.25	£63.50	2.01%
E & R	Parking	Parking Suspensions	Yellow line essential parking waiver	Per Day	£64.15	£65.50	2.10%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 1	Per Hour	£1.25	£1.25	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 2	Per Hour	£1.85	£1.85	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 3	Per Hour	£2.05	£2.05	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 4	Per Hour	£2.45	£2.45	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 5	Per Hour	£3.05	£3.05	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 6	Per Hour	£3.70	£3.70	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 7	Per Hour	£4.10	£4.10	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 8	Per Hour	£4.95	£4.95	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 9	Per Hour	£5.15	£5.15	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 10	Per Hour	£5.55	£5.55	0.00%
E & R	Parking	Pay & Display Tariffs	Minimum made order - Band 11	Per Hour	£6.20	£6.20	0.00%
E & R	Parking	Pay & Display Tariffs	Diesel vehicle surcharge	Per Hour	£3.00	£5.00	66.67%
E & R	Parking	Pay & Display Tariffs	Electric vehicle nominal fee	Transaction fee	£0.00	£0.20	NA
E & R	Parking	Pay & Display Tariffs	Petrol vehicle surcharge 1-185g/km CO2	Per Hour	£0.00	£1.00	NA
E & R	Parking	Pay & Display Tariffs	Petrol vehicle surcharge 186-225g/km CO2	Per Hour	£0.00	£2.00	NA
E & R	Parking	Pay & Display Tariffs	Petrol vehicle surcharge 226g/km and over CO2	Per Hour	£0.00	£3.00	NA

Appendix C1: General Fund Fees and Charges 2021/22

E & R	Parking	Abandoned Vehicle Disposal	Motor Vehicle from Private Land		£212.70	£217.00	2.02%
E & R	Parking	Abandoned Vehicle Disposal	Motorcycle/PTW from Private Land		£159.65	£163.00	2.10%
E & R	Parking	Cycle Hangars	Annual rental of secure covered parking space		£107.25	£110.00	2.56%
E & R	Parking	Cycle Hangars	Refundable Key deposit		£25.75	£26.50	2.91%
E & R	Parking	Cycle Hangars	Daily charges for external bus hire clients	Per Half Day	£75.00	£76.50	2.00%
E & R	Parks - Sports	Tennis	Highbury Fields and Tufnell Park	Adult standard	£10.75	£11.00	2.33%
E & R	Parks - Sports	Tennis	Highbury Fields and Tufnell Park	Adult BETTER (any)	£9.25	£9.45	2.16%
E & R	Parks - Sports	Tennis	Highbury Fields and Tufnell Park	Child Standard	£4.90	£5.00	2.04%
E & R	Parks - Sports	Tennis	Highbury Fields and Tufnell Park	Child BETTER (any)	£3.85	£3.95	2.60%
E & R	Parks - Sports	Football	Barnard Park - Redgra	No changing rooms - 1 hour	£0.00	£0.00	0.00%
E & R	Parks - Sports	Football	Highbury Fields - Astro turf - 1 hour session	Full rate - full pitch	£80.35	£82.00	2.05%
E & R	Parks - Sports	Football	Highbury Fields - Astro turf - 1 hour session	BETTER Card / Clubmark - full pitch	£68.75	£70.00	1.82%
E & R	Parks - Sports	Football	Highbury Fields - Astro turf - 1 hour session	Child rate - full pitch	£39.20	£40.00	2.04%
E & R	Parks - Sports	Football	Highbury Fields - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£33.00	£33.70	2.12%
E & R	Parks - Sports	Football	Paradise Park - Astro turf - 1 hour session	Full rate - full pitch	£46.40	£47.30	1.94%
E & R	Parks - Sports	Football	Paradise Park - Astro turf - 1 hour session	BETTER Card / Clubmark - full pitch	£40.20	£41.00	1.99%
E & R	Parks - Sports	Football	Paradise Park - Astro turf - 1 hour session	Child rate - full pitch	£27.30	£27.85	2.01%
E & R	Parks - Sports	Football	Paradise Park - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£22.30	£22.75	2.02%
E & R	Parks - Sports	Football	Rosemary Gardens - Astro turf - 1 hour session	Full rate - full pitch	£91.70	£93.50	1.96%
E & R	Parks - Sports	Football	Rosemary Gardens - Astro turf - 1 hour session	Full rate - half pitch	£45.85	£46.75	1.96%
E & R	Parks - Sports	Football	Rosemary Gardens - Astro turf - 1 hour session	BETTER Card / Clubmark - full pitch	£79.40	£81.00	2.02%
E & R	Parks - Sports	Football	Rosemary Gardens - Astro turf - 1 hour session	BETTER Card / Clubmark - half pitch	£39.70	£40.50	2.02%
E & R	Parks - Sports	Football	Rosemary Gardens - Astro turf - 1 hour session	Child rate - full pitch	£54.60	£55.70	2.01%
E & R	Parks - Sports	Football	Rosemary Gardens - Astro turf - 1 hour session	Child rate - half pitch	£27.30	£27.85	2.01%
E & R	Parks - Sports	Football	Rosemary Gardens - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£44.10	£45.00	2.04%
E & R	Parks - Sports	Football	Rosemary Gardens - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - half pitch	£22.05	£22.50	2.04%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Full rate - per 11 a side pitch	£100.50	£102.50	1.99%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 11 a side pitch	£89.10	£91.00	2.13%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Child rate - per 11 a side pitch	£60.30	£61.50	1.99%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 11 a side pitch	£49.70	£50.70	2.01%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Full rate - per 9 a side pitch	£82.40	£84.00	1.94%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 9 a side pitch	£71.40	£72.80	1.96%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Child rate - per 9 a side pitch	£49.50	£50.50	2.02%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 9 a side pitch	£40.60	£41.40	1.97%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Full rate - per 7 a side pitch	£63.90	£65.20	2.03%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	BETTER Card / Clubmark - per 7 a side pitch	£55.90	£57.00	1.97%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Child rate - per 7 a side pitch	£38.40	£39.20	2.08%
E & R	Parks - Sports	Football	Tufnell Park - Grass - 2 hour session	Child BETTER Card / Clubmark / School - per 7 a side pitch	£31.70	£32.35	2.05%
E & R	Parks - Sports	Football	Whittington Park - Astro turf - 1 hour session	Full rate - full pitch	£100.50	£102.50	1.99%
E & R	Parks - Sports	Football	Whittington Park - Astro turf - 1 hour session	Full rate - 3rd of pitch	£45.30	£46.20	1.99%
E & R	Parks - Sports	Football	Whittington Park - Astro turf - 1 hour session	BETTER Card / Clubmark - full pitch	£88.85	£90.65	2.03%
E & R	Parks - Sports	Football	Whittington Park - Astro turf - 1 hour session	BETTER Card / Clubmark - 3rd of a pitch	£40.20	£41.00	1.99%
E & R	Parks - Sports	Football	Whittington Park - Astro turf - 1 hour session	Child rate - full pitch	£59.90	£61.10	2.00%
E & R	Parks - Sports	Football	Whittington Park - Astro turf - 1 hour session	Child rate - 3rd of a pitch	£26.80	£27.35	2.05%
E & R	Parks - Sports	Football	Whittington Park - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£46.60	£47.50	1.93%
E & R	Parks - Sports	Football	Whittington Park - Astro turf - 1 hour session	Child BETTER Card / Clubmark / School - 3rd of a pitch	£21.30	£21.75	2.11%
E & R	Parks - Sports	Touch Rugby	Paradise Park - Grass - 1 hour session	Full rate - per pitch	£57.00	£58.15	2.02%
E & R	Parks - Sports	Touch Rugby	Paradise Park - Grass - 1 hour session	BETTER Card / Clubmark - per pitch	£47.50	£48.45	2.00%
E & R	Parks - Sports	Touch Rugby	Paradise Park - Grass - 1 hour session	Child rate - per pitch	£33.50	£34.20	2.09%
E & R	Parks - Sports	Touch Rugby	Paradise Park - Grass - 1 hour session	Child BETTER Card / Clubmark / School - per pitch	£27.50	£28.05	2.00%
E & R	Parks - Sports	Cricket	Wray Crescent - Grass - 1pm to dusk	Full rate	£102.50	£104.55	2.00%
E & R	Parks - Sports	Cricket	Wray Crescent - Grass - 1pm to dusk	BETTER Card / Clubmark	£87.00	£88.75	2.01%
E & R	Parks - Sports	Cricket	Wray Crescent - Grass - 1pm to dusk	Child rate	£43.50	£44.40	2.07%
E & R	Parks - Sports	Cricket	Wray Crescent - Grass - 1pm to dusk	Child BETTER Card / Clubmark / School	£43.50	£44.40	2.07%
E & R	Parks - Sports	Cricket	Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Full rate	£75.50	£77.00	1.99%
E & R	Parks - Sports	Cricket	Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	IZZ Card / Clubmark	£64.00	£65.30	2.03%
E & R	Parks - Sports	Cricket	Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Child rate	£32.00	£32.65	2.03%
E & R	Parks - Sports	Cricket	Wray Crescent - Grass - 1pm to 5pm or 5pm to dusk	Child IZZ Card / Clubmark / School	£32.00	£32.65	2.03%
E & R	Parks - Sports	Bowls	Finsbury Square	Per Person, Per Hour	£7.25	£7.40	2.07%
E & R	Parks - Sports	Netball	Highbury Fields - Tarmac - 1 hour session	Full rate - per court	£37.50	£38.25	2.00%
E & R	Parks - Sports	Netball	Highbury Fields - Tarmac - 1 hour session	BETTER Card / Clubmark - per court	£32.00	£32.65	2.03%
E & R	Parks - Sports	Netball	Highbury Fields - Tarmac - 1 hour session	Child rate - per court	£22.50	£22.95	2.00%
E & R	Parks - Sports	Netball	Highbury Fields - Tarmac - 1 hour session	Child BETTER Card / Clubmark - per court	£19.00	£19.40	2.11%
E & R	Parks - Sports	Netball	Highbury Fields - Tarmac - 1 hour session	School - whole tarmac area per hour - 8.0am to 4.00pm - Term time only	£25.00	£25.50	2.00%
E & R	Parks - Sports	Netball	Highbury Fields - Tarmac - 1 hour session	Community sports development - whole tarmac area per hour - Saturday 9.00am-1.00pm	£25.00	£25.50	2.00%
E & R	Ecology Centre	Building hire	To Individuals & non-profit organisations	Per hour	£32.50	£33.15	2.00%
E & R	Ecology Centre	Building hire	To Individuals & non-profit organisations	Per day (8 hours)	£225.00	£229.50	2.00%
E & R	Ecology Centre	Building hire	To Individuals & non-profit organisations	Weddings & similar - per day (8 hours)	£500.00	£510.00	2.00%

Appendix C1: General Fund Fees and Charges 2021/22

E & R	Ecology Centre	Equipment Charges	Slide projector		£21.50	£22.00	2.33%
E & R	Ecology Centre	Equipment Charges	Flip chart - per pad		£8.00	£8.50	6.25%
E & R	Ecology Centre	Equipment Charges	Digital Projector and Laptop		£43.50	£44.50	2.30%
E & R	Ecology Centre	Equipment Charges	Plasma Screen		£17.00	£17.50	2.94%
E & R	Ecology Centre	Tuition charges for schools	Islington Council schools	1 hour visit	£51.50	£63.00	2.44%
E & R	Ecology Centre	Tuition charges for schools	Islington Council schools	1.5 hour visit	£72.50	£74.00	2.07%
E & R	Ecology Centre	Tuition charges for schools	Private & Out of Borough Schools	1 hour	£92.00	£94.00	2.17%
E & R	Ecology Centre	Tuition charges for schools	Private & Out of Borough Schools	1.5 hour	£138.00	£141.00	2.17%
E & R	Allotments	Large Plot	Nominal 60m2		£93.00	£96.00	3.23%
E & R	Allotments	Large Plot	Concession Nominal 60m3		£46.50	£48.00	3.23%
E & R	Allotments	Medium Plot	Nominal 40m2		£62.00	£64.00	3.23%
E & R	Allotments	Medium Plot	Concession Nominal 40m3		£31.00	£32.00	3.23%
E & R	Allotments	Small Plot	Nominal 20m2		£31.00	£32.00	3.23%
E & R	Allotments	Small Plot	Concession Nominal 20m3		£15.50	£16.00	3.23%
E & R	Parks - Events	Application Fee	Community Event		£50.00	£41.67	-16.66%
E & R	Parks - Events	Application Fee	1 day events for up to 500 people without licensable activities		£100.00	£105.00	5.00%
E & R	Parks - Events	Application Fee	More than 500 people or with licensable activities		£350.00	£360.00	2.86%
E & R	Parks - Events	Site Hire Fee	No more than 50 people (over the course of the whole event)	Half Day	£575.00	£590.00	2.61%
E & R	Parks - Events	Site Hire Fee	No more than 50 people (over the course of the whole event)	Full Day	£825.00	£845.00	2.42%
E & R	Parks - Events	Site Hire Fee	51 to 500 people (over the course of the whole event)	Half Day	£875.00	£895.00	2.29%
E & R	Parks - Events	Site Hire Fee	51 to 500 people (over the course of the whole event)	Full Day	£1,350.00	£1,380.00	2.22%
E & R	Parks - Events	Site Hire Fee	501 to 1,000 people (over the course of the whole event)	Half Day	£1,350.00	£1,380.00	2.22%
E & R	Parks - Events	Site Hire Fee	501 to 1,000 people (over the course of the whole event)	Full Day	£1,700.00	£1,740.00	2.35%
E & R	Parks - Events	Site Hire Fee	1,001 to 2,500 people (over the course of the whole event) Full day	Half Day	£1,700.00	£1,740.00	2.35%
E & R	Parks - Events	Site Hire Fee	1,001 to 2,500 people (over the course of the whole event)	Full Day	£2,100.00	£2,150.00	2.38%
E & R	Parks - Events	Site Hire Fee	2,501 to 5,000 people (over the course of the whole event)	Half Day	£2,100.00	£2,150.00	2.38%
E & R	Parks - Events	Site Hire Fee	2,501 to 5,000 people (over the course of the whole event)	Full Day	£2,400.00	£2,450.00	2.08%
E & R	Parks - Events	Cancellation Fee	More than 28 days prior to event		25.00%	25.00%	0.00%
E & R	Parks - Events	Cancellation Fee	15-28 days prior to event		50.00%	50.00%	0.00%
E & R	Parks - Events	Cancellation Fee	7-14 days prior to event		75.00%	75.00%	0.00%
E & R	Parks - Events	Cancellation Fee	Less than 7 days prior to event		100.00%	100.00%	0.00%
E & R	Parks - Events	Overstay Fee			20.00%	20.00%	0.00%
E & R	Cally Clock Tower Heritage Centre	Building hire	To Individuals & non-profit organisations	Per hour (weekdays)	£30.00	£30.60	2.00%
E & R	Cally Clock Tower Heritage Centre	Building hire	To Individuals & non-profit organisations	Per hour (weekends)	£50.00	£51.00	2.00%
E & R	Cally Clock Tower Heritage Centre	Building hire	To Individuals & non-profit organisations	Per day (weekday 8 hours max)	£240.00	£245.00	2.08%
E & R	Cally Clock Tower Heritage Centre	Building hire	To Individuals & non-profit organisations	Per day (weekends 8 hours max)	£400.00	£408.00	2.00%
E & R	Cally Clock Tower Heritage Centre	Equipment Charges	Slide projector		£21.50	£22.00	2.33%
E & R	Cally Clock Tower Heritage Centre	Equipment Charges	Flip chart - per pad		£8.00	£8.50	6.25%
E & R	Cally Clock Tower Heritage Centre	Equipment Charges	Digital Projector and Laptop		£43.50	£44.00	1.15%
E & R	Cally Clock Tower Heritage Centre	Equipment Charges	Plasma Screen		£17.00	£17.50	2.94%

Appendix C2: Cemeteries Fees and Charges 2021/22

Department	Category	Fee/Charge	Resident			Non-Resident		
			2020/21 Price	2021/22 Price	% Change	2020/21 Price	2021/22 Price	% Change
Burials	Private Grave	Classic Grave Space	£1,340.00	£1,355.00	1%	£3,100.00	£3,130.00	1%
Burials	Private Grave	Classic Premium Grave Space	£1,800.00	£1,820.00	1%	£2,800.00	£2,830.00	1%
Burials	Private Grave	7'x3' Grave Space	£2,350.00	£2,375.00	1%	£4,130.00	£4,170.00	1%
Burials	Private Grave	9'x4' Grave Space	£2,510.00	£2,535.00	1%	£4,640.00	£4,685.00	1%
Burials	Private Grave	Woodland Burial	£2,270.00	£2,295.00	1%	£3,810.00	£3,850.00	1%
Burials	Private Grave	Front lawn areas - 7'x3' Grave Space	£3,850.00	£3,890.00	1%	£6,900.00	£6,970.00	1%
Burials	Private Grave	Front lawn areas - 9'x4' Grave Space	£5,960.00	£6,020.00	1%	£10,750.00	£10,860.00	1%
Burials	Private Grave	Trent Park- 8'x5' Grave Space	£2,350.00	£2,375.00	1%	£4,800.00	£4,850.00	1%
Burials	Private Grave	Children's Memorial Garden	£420.00	£425.00	1%	£900.00	£910.00	1%
Burials	Interment Fees	Individual 16 yrs and over- all cemeteries	£1,150.00	£1,160.00	1%	£2,050.00	£2,070.00	1%
Burials	Interment Fees	Individual under 16 yrs	£500.00	£500.00	0%	£885.00	£885.00	0%
Burials	Interment Fees	Front lawn areas - Adult	£2,095.00	£2,115.00	1%	£3,860.00	£3,900.00	1%
Burials	Interment Fees	Front lawn areas - under 16 yrs	£910.00	£920.00	1%	£1,615.00	£1,630.00	1%
Burials	Interment Fees	Saturday Burial extra charge	£740.00	£750.00	1%	£740.00	£750.00	1%
Burials	Interment Fees	Sunday Burial extra charge	£950.00	£960.00	1%	£950.00	£960.00	1%
Burials	Interment Fees	Saturday burial of ashes extra charge	£150.00	£155.00	3%	£150.00	£155.00	3%
Burials	Interment Fees	Sunday burial of ashes extra charge	£210.00	£215.00	2%	£210.00	£215.00	2%
Burials	Interment Fees	Hand Digging Fee	£530.00	£535.00	1%	£530.00	£535.00	1%
Burials	Public Grave	Adult	£295.00	£295.00	0%	£460.00	£465.00	1%
Burials	Public Grave	Child 3-16 yrs	£105.00	£105.00	0%	£140.00	£140.00	0%
Burials	Public Grave	Baby to 3 yrs	£65.00	£65.00	0%	£110.00	£110.00	0%
Burials	Grave Unit	Purchase of Double vault including 1st Interment & 60 year lease	£7,140.00	£7,210.00	1%	£10,580.00	£10,685.00	1%
Burials	Grave Unit	Purchase of Double front lawn vault inc 1st Interment & 60 year lease	£9,730.00	£9,830.00	1%	£14,910.00	£15,060.00	1%
Burials	Mausolea	Purchase of VLA single unit and Interment (inc burial rights) all rows	£6,200.00	£6,260.00	1%	£9,200.00	£9,295.00	1%
Burials	Mausolea	Purchase of HRC single unit and Interment (inc burial rights) all rows	£11,000.00	£11,000.00	0%	£13,000.00	£13,000.00	0%
Burials	Mausolea	Interment Fees	£885.00	£895.00	1%	£885.00	£895.00	1%
Burials	Purchase in Reserve	Classic Grave Space 6.6 x2.6	£2,010.00	£2,030.00	1%	£4,640.00	£4,685.00	1%
Burials	Purchase in Reserve	7'x3' Grave Space	£3,530.00	£3,565.00	1%	£6,190.00	£6,250.00	1%
Burials	Purchase in Reserve	9'x4' Grave Space	£3,760.00	£3,800.00	1%	£6,970.00	£7,040.00	1%
Burials	Purchase in Reserve	Woodland Burial	£3,410.00	£3,445.00	1%	£5,710.00	£5,770.00	1%
Burials	Purchase in Reserve	Front lawn areas - 7x3 Grave Space	£5,780.00	£5,840.00	1%	£10,350.00	£10,455.00	1%
Burials	Purchase in Reserve	Front lawn areas - 9x4 Grave Space	£8,950.00	£9,040.00	1%	£16,130.00	£16,295.00	1%
Burials	Purchase in Reserve	Trent Park- Grave Space 8x5???	£2,280.00	£2,305.00	1%	£4,640.00	£4,690.00	1%
Burials	Purchase in Reserve	Children's Memorial Garden	£650.00	£655.00	1%	£1,280.00	£1,295.00	1%
Burials	Purchase in Reserve	Purchase of Double vault including 1st Interment & 60 year lease	£10,710.00	£10,820.00	1%	£15,870.00	£16,030.00	1%
Burials	Purchase in Reserve	Purchase of Double front lawn vault inc. 1st Interment & 60 yr. lease	£14,600.00	£14,750.00	1%	£22,370.00	£22,600.00	1%
Burials	Purchase in Reserve	Purchase of single unit and Interment (Inc. burial rights)-1st and 3rd row	£9,410.00	£9,505.00	1%	£13,890.00	£14,030.00	1%
Burials	Purchase in Reserve	Purchase of single unit and Interment (Inc. burial rights)-2nd row	£10,560.00	£10,665.00	1%	£15,430.00	£15,585.00	1%
Burials	Renewal Of Grave Lease	Weekday extended service time in chapel (extra half hour)	£110.00	£110.00	0%	£110.00	£110.00	0%
Burials	Renewal Of Grave Lease	Weekend extended service time in chapel (extra half hour)	£150.00	£150.00	0%	£150.00	£150.00	0%
Burials	Renewal Of Grave Lease	Admin fee for 2 interment in niche at columbarium	£25.00	£25.00	0%	£25.00	£25.00	0%
Burials	Exhumation	First coffin - admin fee	£500.00	£505.00	1%	£500.00	£505.00	1%
Burials	Exhumation	Second coffin - admin fee	£210.00	£210.00	0%	£210.00	£210.00	0%
Burials	Exhumation	Ashes Exumation Fee First Interment	£250.00	£250.00	0%	£250.00	£250.00	0%
Burials	Exhumation	Additional Ashes Exumation Fee	£150.00	£150.00	0%	£150.00	£150.00	0%
Burials	Remove & Replace Mem	Lawn style memorial up to 7'x3'	£230.00	£235.00	2%	£230.00	£235.00	2%
Burials	Remove & Replace Mem	Traditional style memorial up to 7'x3'	£350.00	£355.00	1%	£350.00	£355.00	1%
Burials	Remove & Replace Mem	Memorial Plaques	£60.00	£60.00	0%	£60.00	£60.00	0%
Burials	Remove & Replace Mem	Ash Plot Memorial	£60.00	£60.00	0%	£60.00	£60.00	0%
Burials	Remove & Replace Mem	Memorial base	£130.00	£130.00	0%	£260.00	£260.00	0%
Burials	Memorial License Fees	Old section Grave Spaces (Traditional)	£330.00	£330.00	0%	£330.00	£335.00	2%
Burials	Memorial License Fees	Private Earthen Graves Lawn sections	£230.00	£230.00	0%	£230.00	£235.00	2%
Burials	Memorial License Fees	Common Graves	£70.00	£70.00	0%	£70.00	£70.00	0%
Burials	Memorial License Fees	Additional Memorial Work	£80.00	£80.00	0%	£80.00	£80.00	0%
Burials	Memorial License Fees	Annual clean	£30.00	£30.00	0%	£30.00	£30.00	0%
Burials	Memorial License Fees	Ash Plot	£150.00	£150.00	0%	£150.00	£150.00	0%
Burials	Miscellaneous	Burial of ashes - 16 yrs old and over	£90.00	£90.00	0%	£140.00	£140.00	0%
Burials	Miscellaneous	Burial of ashes - under 16 years	Free	Free	0%	Free	Free	0%
Burials	Miscellaneous	Scattering ashes from elsewhere (large casket)	£75.00	£75.00	0%	£75.00	£75.00	0%
Burials	Miscellaneous	Transfer Fee	£50.00	£50.00	0%	£50.00	£50.00	0%
Burials	Miscellaneous	Stone Removal 7*3	£340.00	£345.00	1%	£345.00	£350.00	1%
Burials	Miscellaneous	Stone Removal 7*3 Permit	£320.00	£325.00	2%	£320.00	£325.00	2%
Burials	Miscellaneous	Stone Removal headstone only	£220.00	£225.00	2%	£220.00	£225.00	2%
Burials	Miscellaneous	Stone Removal Headstone only Permit	£230.00	£235.00	2%	£235.00	£240.00	2%
Burials	Miscellaneous	Stone Removal 9*4 and over	Quote	Quote	0%	Quote	Quote	0%
Burials	Miscellaneous	Stone Removal 9*4 and over Permit	£320.00	£325.00	2%	£320.00	£325.00	2%
Burials	Miscellaneous	Certificate of Burial	£30.00	£30.00	0%	£30.00	£30.00	0%
Burials	Miscellaneous	Burial Record Search for up to 3	£45.00	£45.00	0%	£45.00	£45.00	0%
Burials	Miscellaneous	Database Record Search	£15.00	£15.00	0%	£15.00	£15.00	0%
Burials	Miscellaneous	Extending standard grave to allow for extra large coffin	£70.00	£70.00	0%	£135.00	£135.00	0%
Cremation	Cremation Services	Individual 16 years and over	£650.00	£655.00	1%	£650.00	£655.00	1%
Cremation	Cremation Services	Individual under 16 years	£35.00	£35.00	0%	£35.00	£35.00	0%
Cremation	Cremation Services	Early Morning Cremation	£325.00	£325.00	0%	£325.00	£325.00	0%
Cremation	Cremation Services	Double funeral service	£770.00	£780.00	1%	£770.00	£780.00	1%
Cremation	Cremation Services	Evenings and Saturday Cremation	£800.00	£810.00	1%	£800.00	£810.00	1%
Cremation	Cremation Services	Sunday Cremation	£980.00	£990.00	1%	£980.00	£990.00	1%

Appendix C2: Cemeteries Fees and Charges 2021/22

Cremation	Cremation Services	Weekday extended service time in chapel (extra half hour)	£110.00	£110.00	0%	£110.00	£110.00	0%
Cremation	Cremation Services	Weekend extended service time in chapel (extra half hour)	£150.00	£155.00	3%	£150.00	£155.00	3%
Cremation	Cremation Services	Direct Cremation	£250.00	£250.00	0%	£250.00	£250.00	0%
Cremation	Cremation Services	Contract Cremation	£130.00	£130.00	0%	£130.00	£130.00	0%
Cremation	Cremation Services	Use of Organist	£70.00	£70.00	0%	£70.00	£70.00	0%
Cremation	Audio-Visual System	Live Webcast	£30.00	£30.00	0%	£30.00	£30.00	0%
Cremation	Audio-Visual System	Live Webcast & Re-Watch again within 28 days	£45.00	£45.00	0%	£45.00	£45.00	0%
Cremation	Audio-Visual System	Webcast DVD/BluRay	£50.00	£50.00	0%	£50.00	£50.00	0%
Cremation	Audio-Visual System	Webcast CD	£45.00	£45.00	0%	£45.00	£45.00	0%
Cremation	Audio-Visual System	Webcast Additional DVD/BluRay (each)	£35.00	£35.00	0%	£35.00	£35.00	0%
Cremation	Audio-Visual System	Single Photo (continuously displayed throughout service)	£12.00	£12.00	0%	£12.00	£12.00	0%
Cremation	Audio-Visual System	Simple slideshow (Max 25 photos-played once during service)	£40.00	£40.00	0%	£40.00	£40.00	0%
Cremation	Audio-Visual System	Professional Tribute (Max 25 photos-Set to a music track of choice-Played once during service)	£70.00	£70.00	0%	£70.00	£70.00	0%
Cremation	Audio-Visual System	Family supplied tribute	£20.00	£20.00	0%	£20.00	£20.00	0%
Cremation	Removal of Ashes	Holding Ashes on Temporary Deposit	£20.00	£20.00	0%	£20.00	£20.00	0%
Pet Cemetery	Pet Cemetery Fees	Large grave	£580.00	£585.00	1%	£580.00	£585.00	1%
Pet Cemetery	Pet Cemetery Fees	Medium grave	£470.00	£475.00	1%	£470.00	£475.00	1%
Pet Cemetery	Pet Cemetery Fees	Small grave	£400.00	£405.00	1%	£400.00	£405.00	1%
Pet Cemetery	Pet Cemetery Fees	Scattering of ashes	Free	Free	0%	Free	Free	0%
Pet Cemetery	Pet Cemetery Fees	Burial of ashes with marker	£100.00	£100.00	0%	£100.00	£100.00	0%
Hampstead Cemetery	Hampstead Cemetery	Interment Fee Traditional	£1,620.00	£1,640.00	1%	£2,400.00	£2,425.00	1%
Hampstead Cemetery	Hampstead Cemetery	Memorial Traditional	£350.00	£355.00	1%	£335.00	£340.00	1%
Hampstead Cemetery	Hampstead Cemetery	Interment Fee Lawn	£1,620.00	£1,640.00	1%	£2,400.00	£2,425.00	1%
Hampstead Cemetery	Hampstead Cemetery	Memorial Lawn	£230.00	£230.00	0%	£230.00	£230.00	0%
Hampstead Cemetery	Hampstead Cemetery	Turf Lawn	£130.00	£130.00	0%	£130.00	£130.00	0%

Appendix C4: GLL Memberships 2021/22

	Prepaid Memberships									Swimming Lesson					
	Monthly			Annual			Joining Fees			Monthly			1-1 Lessons		
	2020 Price	2021 Price	% Change	2020 Price	2021 Price	% Change	2020 Price	2021 Price	% Change	2020 Price	2021 Price	% Change	2020 Price	2021 Price	% Change
60+	£20.50	£20.90	2%	£205.00	£225.70	10%	£25.00	£25.00	0%	-	-	0%	-	-	0%
Adult Concession	£30.00	£30.60	2%	£300.00	£330.50	10%	£15.00	£15.00	0%	£20.00	£20.90	4%	£24.50	£25.50	4%
Adult (BHF)	£51.45	£51.45	0%	£514.50	£555.65	8%	£25.00	£25.00	0%	£26.30	£27.35	4%	£24.50	£25.50	4%
Student	£37.00	£38.10	3%	£370.00	£411.50	11%	£15.00	£15.00	0%	-	-	0%	-	-	0%
Student Spa	£52.00	£53.55	3%	£529.50	£578.35	9%	£15.00	£15.00	0%	-	-	0%	-	-	0%
Gym Only Cally	£24.95	£24.95	0%	£308.35	£269.45	-13%	£15.00	£15.00	0%	-	-	0%	-	-	0%
Gym Only Sobell	£30.75	£31.65	3%	£369.00	£341.80	-7%	£15.00	£15.00	0%	-	-	0%	-	-	0%
Highbury Membership	£31.50	£32.45	3%	£324.45	£350.45	8%	£25.00	£25.00	0%	-	-	0%	-	-	0%
Junior	£15.90	£16.35	3%	£190.80	£176.60	-7%	£15.00	£15.00	0%	£20.50	£22.00	7%	£24.50	£25.50	4%
Junior Concession	£11.00	£11.20	2%	-	-	0%	£15.00	£15.00	0%	£15.00	£15.65	4%	£24.50	£25.50	4%
BHF Off Peak	£45.65	£47.00	3%	£456.50	£507.60	11%	£15.00	£15.00	0%	-	-	0%	-	-	0%
Corporate	£48.20	£49.50	3%	£482.00	£534.60	11%	£25.00	£25.00	0%	-	-	0%	-	-	0%
NHS	£41.90	£43.00	3%	£419.00	£506.00	21%	£25.00	£25.00	0%	-	-	0%	-	-	0%
Joint	£100.95	£103.95	3%	£1,009.50	£1,122.65	11%	£25.00	£25.00	0%	-	-	0%	-	-	0%
Adult ICE	£28.35	£29.20	3%	-	-	0%	£25.00	£25.00	0%	-	-	0%	-	-	0%
H&F ICE Junior	£21.13	£21.75	3%	-	-	0%	£15.00	£15.00	0%	-	-	0%	-	-	0%
INCLUSIVE	£21.35	£22.00	3%	-	-	0%	-	-	0%	-	-	0%	-	-	0%

Appendix C5: Trampoline Pricing 2021/22

Trampoline Park Pricing	2020	2021	% Change
1 hr Peak Adult	£10.95	£11.30	3.00%
1hr Peak Junior	£8.80	£9.00	3.00%
1 hr Peak 1 Adult & 1 Under 5	£14.95	£15.40	3.00%
1 hr Off Peak Adult	£7.95	£8.20	3.00%
1hr Off Peak Junior	£7.95	£8.20	3.00%
1hr Off Peak 1 Adult & 1 Under 5	£11.90	£12.25	3.00%
1hr Off PeakToddler Jump 1 Adult & 1 Toddler	£7.95	£8.20	3.00%
Disability Jump	£5.95	£6.10	3.00%
This Girl Can Jump	£3.10	£3.20	3.00%
1 hr Early Bird Jump	£5.95	£6.10	3.00%
Early Bird Jump 1 adult & 1 under 5	£10.00	£10.30	3.00%
1hr Family Adult jump	£7.95	£8.20	3.00%
1hr Junior Family Jump	£7.95	£8.20	3.00%
1hr 1 Adult & 1 under 5 Family Jump	£7.95	£8.20	3.00%
Birthday party (Price Per Person - Minimum 10)	£19.50	£20.10	3.00%

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Appendix D1: HRA Medium-Term Financial Strategy 2021/22-2023/24

	2020/21	2021/22	2022/23	2023/24
	Estimate	Estimate	Indicative Estimate	Indicative Estimate
	£m	£m	£m	£m
HRA INCOME				
Tenants Rents	156.800	160.500	165.400	170.200
Tenant Service Charges	18.400	18.300	18.600	19.000
Sub-Total Dwellings Income	175.200	178.800	184.000	189.200
Commercial Income	1.600	1.600	1.600	1.600
Heating Charges	2.600	2.100	2.100	2.200
Leaseholder Annual Service Charges	11.700	12.200	12.400	12.700
Leaseholder Major Works Charges	3.500	3.500	3.500	3.500
Sub-Total Leaseholder Charges	15.200	15.700	15.900	16.200
Other Charges/Income for Services	4.000	3.000	3.100	3.100
PFI Government Subsidy	22.900	22.900	6.200	6.200
Interest Receivable	0.700	1.000	0.200	0.100
Transfers from the General Fund for Shared Services	0.800	0.800	0.800	0.800
Contribution from Reserves	0.000	18.800	13.000	0.000
Gross Income	223.000	244.700	226.900	219.400
HRA EXPENDITURE				
General Management	52.200	52.900	59.900	61.200
Special Services	25.300	24.700	25.200	25.700
PFI Payments	44.200	44.900	12.900	13.200
Repairs & Maintenance	34.100	35.300	40.900	41.700
Rent, Rates & Other Charges	1.300	1.300	1.300	1.300
Interest Charges on Borrowing	17.900	16.700	18.200	17.800
Revenue Contributions to Capital	0.000	31.900	31.900	8.100
Depreciation - Contribution to the Major Repairs Reserve	30.600	31.200	31.800	32.400
Sub-Total Capital Financing Costs	48.500	79.800	81.900	58.300
Increase in Bad Debt Provision	1.200	2.200	2.200	2.200
Contingency	2.300	3.600	2.600	2.600
Contribution to Reserves	13.900	0.000	0.000	13.200
Gross Expenditure	223.000	244.700	226.900	219.400
Net	0.000	0.000	0.000	0.000

HRA Reserves				
Opening Balance		105.400	86.600	73.600
LESS: Contribution from Reserves		18.800	13.000	0.000
ADD: Contribution to Reserves		0.000	0.000	13.200
Closing Balance		86.600	73.600	86.800

Appendix D2: HRA Fees and Charges 2021/22

Tenant Service Charges and Digital TV Charges

	£
Caretaking and Cleaning	10.54
Estate Services (estate lighting, communal estate repairs and grounds maintenance)	5.24
Tenant Service Charge	15.78
Digital TV (Installation & maintenance)	0.35
Digital TV (maintenance only)	0.20
Compensation for loss of caretaking service	£2.49 per day (after 5 consecutive days of lost service)
<p>Note: The weekly tenant service charge for caretaking and estate services reduces by 28p per week from £16.06 to £15.78. Charges have decreased by 28p per week (1.7%) primarily because communal electricity prices are forecast to fall in 2021/22. Caretaking compensation remains in line with last year. Digital TV installation & maintenance have increased by estimated 2% inflation.</p>	

Heating and Hot Water Charges

	Bedsit Weekly Charge £	1-Bed Weekly Charge £	2-Bed Weekly Charge £	3-Bed Weekly Charge £	4-Bed Weekly Charge £
General:					
Heating and Hot Water	7.70	8.53	10.12	11.90	13.48
Heating Only (60% of Full Charge)	4.52	5.01	5.94	6.98	7.92
Heating Only (60% of Full Charge + 15%) All Year heating (Braithwaite)	5.20	5.76	6.83	8.03	9.11
Bunhill Energy Network (St Luke's, Stafford Cripps, Redbrick & Kings SQ)	6.93	7.68	9.10	10.71	12.13
<p>Compensation (after 5 consecutive days or more of lost service, backdated to the start of the heating loss period): Heating and Hot Water £7.58 per day Heating only £7.07 per day Hot Water only £0.92 per day</p>					

Note: Gas prices are forecast to fall in 2021/22 as such Heating Charges in 2021/22 have been reduced by 10% as compared to 2020/21. Heating Compensation remains in line with last year.

Estate Parking Charges

	EMISSION BANDS / CHARGES			
CARBON EMISSION AND ENGINE SIZES:	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)	Up To 1100	1101-1399	1400-1850	1851+
	Weekly Charge £	Weekly Charge £	Weekly Charge £	Weekly Charge £
Rent & Service Charge Payers:				
- Garage	10.44	20.88	20.88	22.97
- Car Cage	4.88	9.76	9.76	10.74
- Parking Space	2.67	5.32	5.32	5.85
- Integral Garage	7.21	14.38	14.38	15.83
Non-Rent & Service Charge Payers:				
- Garage	21.76	43.46	43.46	47.78
- Car Cage	10.20	20.32	20.32	22.35
- Parking Space	5.98	12.74	12.74	17.53
				£
Garages Used For Non-Vehicle Storage – Rent & Service Charge Payers				22.97
Garages Used For Non-Vehicle Storage – Non-Rent & Service Charge Payers				47.78
Diesel Surcharge – applies to both Rent/Service Charge Payers & Non Rent/Service Charge Payers in respect of all parking facilities				126.00 per Year OR 2.42 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.				

Note: Charges increase in line with estimated inflation 2%.

For example, the charge to an LBI Tenant or Leaseholder for a garage with a band B vehicle increases by 41p from £20.47 to £20.88 per week.

With the exception of the diesel surcharge which has increased by £6 (5%) per year in order to align the surcharge with the on-street (outside council estates) surcharge.

Electric Car users: Rent & Service Charge payers will continue to have free access to all council estate parking facilities and Non-Rent & Service payers will continue to be charged at Band A rates.

Concierge Service Charges

	Weekly Charge £
Category A (Concierge Office in Block)	15.72
Category B (Concierge Office in Estate)	11.80
Category C (Concierge Office – Remote multiple cameras)	7.09
Category D (Concierge Office – Remote a small number of cameras)	2.23
<p>Note: The weekly tenant charges have increased by 9.2% 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 99p from £10.81 to £11.80 per week.</p>	

Parking Penalty Charge Notices (PCN)

	Council Estates £
Parking Charge Notices	100.00
Parking Charge Notices (Paid within 14 days of issue)	60.00
<p>Note: 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 2021/22. Where Traffic Management Orders have been introduced on estates the charges will be aligned to those applied to on-street parking referred to below. For on-street parking (outside council estates), the Council charges between £80 and £130 depending on the seriousness of the offence (with 50% discount if paid within 14 days).</p>	

Storage Units

	Weekly Charge £
Rent & Service Charge Payers	1.87
Non-Rent & Service Charge Payers	3.75
Note: Charges increase in line with inflation (estimated 2%). The charge to Rent & Service Charge Payers has increased by 4p from £1.83 to £1.87 and that for Non-Rent & Service Charge Payers has increased by 7p from £3.68 to £3.75	

Floor Coverings (including underlay, carpets & fitting):

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

2021/22 charges to tenants commencing the scheme wef 2017/18 reflects a more robust/substantial underlay.
Increased in line with estimated 2% inflation.

No of Beds	2021/22 Charge	Weekly Charge to Tenants over 5 years
1	£743	£2.86
2	£1,087	£4.18
3	£1,430	£5.50
4	£1,716	£6.60

Home Ownership Unit Charges:

Fees have increased in line with inflation (estimated 2%).

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

		Home Ownership Fees 2021/22	Technical Property Services Fees 2021/22
a	Minor alterations (e.g.: flues, extractor fans)	£91 – letter of consent	None
b	Deed of variation for windows	£255	None
c	Minor structural alterations	£91	£205
d	Major structural alterations (e.g. roofs, conservatories)	£111	£205 – technical inspections £62 per hour if additional technical work required
e	Retrospective consent	a/b/c/d +£323	£411 – technical inspections £62 per hour if additional technical work required

f	Re-drawing lease plans	£54	£466
g	Purchase of land/space e.g. garden/loft/basement	£114	£616 and any additional inspections £62 per hour, £514 valuation fee

2. Lease Holder Miscellaneous Fees:

		Home Ownership Fees 2021/22
a	Sub-let Registration	£44
b	Assignment pack	£199 L/Holder £86 F/Holder
c	Re-mortgage pack	£142 L/Holder £73 F/Holder
d	S146 costs	£286
e	Copy of lease	£28
f	Letter of Satisfaction	£57
g	Copy of service charge invoice	£28
h	Breakdown of charges for a previous year	£28
i	Notice of assignment or charge	£70
j	Combined notice of assignment and charge	£140
k	Removal of Land Registry charge	£118
l	Details of planned major works	£56
m	Postponement charge	£224
n	Major works extended payment plan – legal charge	£224
o	Removal of Land Registry charge for major works extended payment plan	£118
p	Letter before legal action	£42

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Appendix E: Capital Programme 2021/22 to 2023/24 and Indicative Programme 2024/25-2030/31

Scheme Title	Directorate	Project Description	21/22 Expenditure £m	21/22 Funding £m	22/23 Expenditure £m	22/23 Funding £m	23/24 Expenditure £m	23/24 Funding £m	21/22 - 23/24 Expenditure £m	21/22 - 23/24 Funding £m	Net Requirement 21/22 - 23/24 £m	24/25 - 30/31 Expenditure £m	24/25 - 30/31 Funding £m
A Safer Borough for All													
Corporate CCTV Upgrade	E&R	Urgent upgrades to the Council's core CCTV network to increase resilience and minimise downtime. Also includes investment in a CCTV-enabled vehicle to increase coverage for hot-spots, aligned to growth for the Antisocial Behaviour team.	1.500	0.000	1.700	0.000	0.200	0.000	3.400	0.000	3.400	1.400	0.000
Decent & Affordable Homes													
Housing Works Account Major Works and Improvements	Housing - HRA	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, 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).	34.864	(34.864)	38.135	(18.855)	43.017	(32.961)	116.016	(86.680)	29.336	181.877	(143.256)
Housing Works Account Major Works and Improvements - Energy Efficiency	Housing - HRA	Ongoing programme of investment in council homes and estates, focusing on improving energy efficiency through enhancements to individual/communal heating. As well as Decent Homes for all this also supports our Net Zero 2030 Vision and fuel poverty reduction.	5.136	(5.136)	6.865	0.000	6.983	0.000	18.984	(5.136)	13.848	168.123	(168.123)
HRA Current New Build Programme - HRA Social Rented Units	Housing - HRA	Our major programme of investment in new social housing to provide high quality and genuinely affordable council rent housing supply to Islington residents.	64.412	(64.412)	65.431	(65.431)	26.946	(26.946)	156.789	(156.789)	0.000	0.000	0.000
HRA Pipeline New Build Programme - HRA Social Rented Units	Housing - HRA	Our major programme of investment in new social housing to provide high quality and genuinely affordable council rent housing supply to Islington residents.	10.922	(10.922)	24.513	(14.497)	33.007	(19.521)	68.442	(44.940)	23.502	393.905	(176.450)
HRA Current New Build Programme - General Fund Open Market Sales Units	Housing - GF	Our major programme of investment in new social housing. Provision of housing supports local plan objectives for delivery and provides a cross subsidy for affordable homes and public infrastructure.	15.909	(30.358)	17.249	(17.249)	6.818	(6.818)	39.976	(54.425)	(14.449)	0.000	0.000
HRA Pipeline New Build Programme - General Fund Open Market Sales Units	Housing - GF	Our major programme of investment in new social housing. Provision of housing supports local plan objectives for delivery and provides a cross subsidy for affordable homes and public infrastructure.	5.881	0.000	13.199	0.000	17.773	0.000	36.853	0.000	36.853	212.102	(251.569)
Finsbury Leisure Centre Development	E&R	The council is seeking to redevelop Finsbury leisure centre and surrounds as a mixed use development - delivering new affordable housing & other significant community benefits. A cost of £1m is expected to get the project to planning application through completion of detailed design, with work currently ongoing to review options and move towards a preferred outline design.	0.925	(0.575)	0.000	0.000	0.000	0.000	0.925	(0.575)	0.350	0.981	(0.981)
Enhancing Community Assets													
Adult social care commissioned services	People	Various essential works to buildings occupied by adult social care commissioned services for residents to ensure they remain safe and compliant.	0.165	0.000	0.000	0.000	0.000	0.000	0.165	0.000	0.165	0.000	0.000
Adventure Playgrounds - Cornwallis Adventure Playground	People	Project to demolish and build a new adventure playground; main building was also in urgent need of replacement.	0.300	0.000	0.000	0.000	0.000	0.000	0.300	0.000	0.300	0.000	0.000
Adventure Playgrounds - Martin Luther King Compliance and Modernisation (non-housing)	People	Delivery of a new main building (built from straw bales) as well as a 'terrace' of play and work spaces.	0.300	0.000	0.000	0.000	0.000	0.000	0.300	0.000	0.300	0.000	0.000
Greenspaces - Bingfield Park (including Crumles Castle leacav)	E&R	Enhancements to Bingfield Park including improved, more welcoming entrances and planting, enhanced sports facilities and new play equipment.	0.677	(0.434)	0.000	0.000	0.000	0.000	0.677	(0.434)	0.243	0.000	0.000
Highways - Highways	E&R	Structural maintenance of the highways infrastructure including carriageways, footways, drainage, bridges, pipe subways. Capital investment helps to slow the rate of deterioration extend the life of Islington streets, improve streetscape, meet legal obligations, reduce cyclic repairs and maintenance costs and reduce insurance liability risk claims.	1.400	0.000	1.400	0.000	1.400	0.000	4.200	0.000	4.200	9.800	0.000
Hungerford Rd Cladding Replacement	Resources	Government grant funded project to replace the cladding on the flats leased to a housing trust on the Council-owned Bridge School campus. As well as complying with all fire and health and safety regulations, the new cladding will provide an enhanced insulated and environmentally friendly building.	0.977	(0.977)	0.000	0.000	0.000	0.000	0.977	(0.977)	0.000	0.000	0.000
Jean Stokes Community Hub	Housing - HRA	Bringing lower ground floor back into use to establish a new, multi-generational community hub as part of Good Growth 2.	0.350	(0.350)	0.000	0.000	0.000	0.000	0.350	(0.350)	0.000	0.000	0.000
Jean Stokes Community Hub (General Fund Contribution)	Housing - GF	Bringing lower ground floor back into use to establish a new, multi-generational community hub as part of Good Growth 2.	0.250	0.000	0.000	0.000	0.000	0.000	0.250	0.000	0.250	0.000	0.000
Leisure - Strategic Provision	E&R	Provisional sums held for strategic development of leisure facilities at Finsbury Leisure Centre and Cally Pool, dependent on decision relating to Council-led redevelopment which may mean capital investment is required. Capital funding also identified to mitigate against potential risk associated with leisure contract and protect revenue return.	0.000	0.000	0.000	0.000	5.275	0.000	5.275	0.000	5.275	5.000	0.000
Repairs and Renewal of Council Buildings	E&R	Completion of works at Environment & Regeneration buildings including 222 Upper Street generators and Cleveland Green public toilets.	0.085	0.000	0.000	0.000	0.000	0.000	0.085	0.000	0.085	0.000	0.000
Section 106/CIL Funded Schemes	E&R	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.	5.000	(5.000)	5.000	(5.000)	5.000	(5.000)	15.000	(15.000)	0.000	35.000	(35.000)
Sotheby Mews Remedial Works	People	A range of tests (such as legionella and fixed electrical) need to take place and any required remedial works following these tests in preparation for reopening services. This is required to make the building fit for use to support the local community.	0.040	0.000	0.000	0.000	0.000	0.000	0.040	0.000	0.040	0.000	0.000
St Anne's residential care home, 60 Durham Road	People	Essential work to replace wiring and boilers and to deal with subsidence at St Anne's.	0.100	0.000	0.000	0.000	0.000	0.000	0.100	0.000	0.100	0.000	0.000
Whittington Park Hocking Hall Community Centre Phase 1	E&R	Refurbishment and structural repairs to Hocking Hall, Whittington Community Centre to ensure it is kept in a fit state and enable the expansion of the centre to ensure it better serves local community needs.	0.941	0.000	0.016	0.000	0.000	0.000	0.957	0.000	0.957	0.000	0.000
Wray Court and Orchard Close residential care homes for people with learning difficulties	People	Various urgent structural repairs/modernisation, including bathroom/wet-room refits, multi-tracking heating systems, new windows, smart heating, air conditioning and outdoor space improvements.	0.200	0.000	0.000	0.000	0.000	0.000	0.200	0.000	0.200	0.000	0.000
Greener & Cleaner Islington													
Clerkenwell Green	E&R	Pedestrian, cycle and public realm improvements - scheme will remove most through traffic and parking to transform the Green into a more welcoming public space. In addition, there will be investment in new community facilities to help further integrate local communities and celebrate the area's heritage.	1.781	(1.781)	0.416	(0.416)	0.000	0.000	2.197	(2.197)	0.000	0.000	0.000
Energy - LED Lighting Upgrades	E&R	Replace traditional lighting fittings with LED lights wherever possible in both corporate buildings and housing. Part of the Net Zero 'Vision 2030' strategy.	0.334	0.000	0.333	0.000	0.333	0.000	1.000	0.000	1.000	0.000	0.000
Energy - Solar Panels on Corporate Buildings	E&R	Install solar panels wherever financially and technically feasible on our corporate estate. This is a commitment within the Net Zero 'Vision 2030' strategy. Savings from generating our own electricity also support effective budget management.	0.334	0.000	0.333	0.000	0.333	0.000	1.000	0.000	1.000	0.000	0.000
Extension of energy network to Highbury West incl Harvist Estate	E&R	Installation of ground source heat pump system at the Harvist Estate to replace current electric storage heaters to address fuel poverty and cut carbon emissions.	0.000	0.000	0.000	0.000	0.500	(0.500)	0.500	(0.500)	0.000	0.000	0.000
Greenspaces - Barnard Park Renewal	E&R	Full renovation of Barnard Park including 3G all-weather sports pitch, low carbon community hub building heated by ground source heat pump, green oval area for general leisure and informal sports, outdoor gym equipment, increased biodiversity, increased seating, new footpath routes and improved entrances.	0.903	(0.903)	0.943	(0.943)	0.000	0.000	1.846	(1.846)	0.000	0.000	0.000
Greenspaces - Greenspace (Park Improvements)	E&R	Park improvements including Highbury Fields Sports Pitch. As well generating income the pitches play a key role in maintaining and improving the physical and mental health of the community by providing quality year round facilities for physical activity.	0.435	(0.056)	0.000	0.000	0.000	0.000	0.435	(0.056)	0.380	0.000	0.000
Greenspaces - Highbury Bandstand/Highbury Fields	E&R	Completion of works to cafe and toilets and funding for Christ Church to accommodate a stay & play service. This will protect under 5 stay and play provision, improves the provision of toilets and aims to make the building as energy efficient as possible to support the Council's zero carbon 2030 target.	0.690	(0.445)	0.000	0.000	0.000	0.000	0.690	(0.445)	0.245	0.000	0.000
Greenspaces - New River Walk	E&R	Repairs to the lining of the watercourse, bridge and other associated features, improving bio-diversity and safety and reducing water loss in support of Islington's Biodiversity Action Plan.	0.403	0.000	0.000	0.000	0.000	0.000	0.403	0.000	0.403	0.000	0.000
Greenspaces - Playground Water Features	E&R	Replacement of damaged/dysfunctional water play facilities in parks.	0.030	0.000	0.000	0.000	0.000	0.000	0.030	0.000	0.030	0.000	0.000
Greenspaces - Woodfall Park Improvements	E&R	Playground improvements to improve the pitch, replace playground surfacing and play equipment, replace site furniture, soft landscaping and tree works and installation of electricity and water point for events.	0.200	0.000	0.313	(0.513)	0.000	0.000	0.513	(0.513)	0.000	0.000	0.000
Greenspaces - 3G Football Pitch Replacement	E&R	Relaying of carpets on 3G pitches - carpets need relaying every 7 to 10 years (depending on wear). This contributes to improving physical and health opportunities for the community and protects income from use of these pitches.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.781	0.000
Islington Heat Networks	E&R	Expand existing heat networks and develop new ones following the decentralised energy masterplan. Part of the Council's Net Zero 'Vision 2030' strategy.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	19.241	0.000
Leisure - Tufnell Park all-weather pitch	E&R	Conversion of the current grass football pitch to a grass hybrid pitch which will allow for more year round play and greater flexibility around the use of the space for a range of sporting activities.	0.400	0.000	0.000	0.000	0.000	0.000	0.400	0.000	0.400	0.000	0.000
Leisure - Cally Pool	E&R	Urgent repairs to the roof of Cally Pool.	0.250	0.000	0.000	0.000	0.000	0.000	0.250	0.000	0.250	0.000	0.000
Leisure - Floodlight Upgrades	E&R	Floodlight upgrades for various Greenspace locations through converting all parks' pitch lighting to LED to reduce running costs and carbon emissions. Replacement required to ensure that lights do not ultimately fail, and prevent lost income associated with this risk.	0.090	0.000	0.000	0.000	0.000	0.000	0.090	0.000	0.090	0.095	0.000
Leisure - Leisure repairs/modernisation	E&R	Capital investment relating to the leisure contract, delivering £12.016m of investment in the leisure estate over 15 years (2014/15 to 2028/29), essential to improving physical and health opportunities for the community.	0.100	0.000	0.375	0.000	0.000	0.000	0.475	0.000	0.475	0.000	0.000

Appendix E: Capital Programme 2021/22 to 2023/24 and Indicative Programme 2024/25-2030/31

People Friendly Streets - Low Traffic Neighbourhoods	E&R	Borough wide programme to reduce car trips and improve neighbourhoods for walking, cycling and living. As part of the Council's post Covid transport response the programme has been accelerated with 8 Low Traffic Neighbourhoods to be delivered by the end of 2020/21. Further investment will deliver 20 Low Traffic Neighbourhood across all of Islington under the banner of 'People friendly streets.'	4.243	(0.403)	0.000	0.000	0.000	0.000	4.243	(0.403)	3.840	0.000	0.000
People Friendly Streets - Liveable Neighbourhoods	E&R	Following the delivery of Low Traffic Neighbourhoods across the borough Islington will have the opportunity to deliver wide-sweeping environmental improvements on local streets including planting, footway improvements and pocket parks to all 20 Low Traffic Neighbourhoods transforming them into 'Liveable Neighbourhoods', following extensive consultation and engagement with local communities.	1.950	0.000	1.500	(0.950)	1.500	0.000	4.950	(0.950)	4.000	12.250	0.000
Public Realm - Fortune Street Area	E&R	The scheme will involve the development of a Fortune Street masterplan incorporating the enhancement of Fortune Street to make the street more pedestrian friendly, greener and to integrate the park with the wider neighbourhood. This will improve physical and health opportunities and access to nature.	0.000	0.000	0.410	(0.410)	0.000	0.000	0.410	(0.410)	0.000	0.000	0.000
Public Realm - Kings Square Shopping Area Public Space	E&R	Community driven public realm improvement project as part of public realm improvement plan. Will improve the space outside the shops to encourage community use of the space (e.g. to socialise). Opportunity for public realm feature (e.g. play equipment, public art or other) to act as a focal point.	0.547	(0.547)	0.000	0.000	0.000	0.000	0.547	(0.547)	0.000	0.000	0.000
Public Realm - Old Street/Clerkenwell Road	E&R	Public realm improvements to reduce through traffic, making route safer for pedestrians and cyclists, improving air quality and making area greener, healthier and a more attractive place.	0.000	0.000	0.000	0.000	1.000	(1.000)	1.000	(1.000)	0.000	0.000	0.000
Public Realm - St Johns Street Public Realm Improvements	E&R	Public realm improvements and pedestrian and cycling safety measures - proposal includes reallocation of road space to pedestrians and traffic management changes to reduce non-local traffic. Project linked to Farringdon Station which will have 140,000 passengers a day when Crossrail opens.	0.000	0.000	0.250	(0.250)	0.000	0.000	0.250	(0.250)	0.000	0.000	0.000
Recycling Site Improvement	E&R	Delivering improvements to recycling and waste facilities for purpose built blocks of flats, to drive down contamination, increase recycling and improve the environment and standard of living on estates.	0.100	0.000	0.100	0.000	0.100	0.000	0.300	0.000	0.300	0.700	0.000
Retrofiting Housing Estates - Pilot Projects	Housing - HRA	Pilot projects to install energy efficiency measures across Housing Estates to reduce energy consumption and decrease carbon emissions as part of our Net Zero Carbon Strategy. Decision to proceed with projects dependent on outputs from feasibility studies.	0.550	0.000	1.450	0.000	1.450	0.000	3.450	0.000	3.450	0.000	0.000
School Streets	E&R	Temporary street closures to become a pedestrian and cycle zone during the school's opening and closing times to reduce congestion and pollution at the school gates as well as make it easier and safer for children to get to and from school. Improvements for schools on the main roads will include measures to improve air quality, increase road safety and encourage active travel. Measures will include widening footways, tree planting and green screens and secure cycle and scooter parking.	0.400	0.000	0.400	0.000	0.400	0.000	1.200	0.000	1.200	2.800	0.000
Traffic & Parking - T&E Cycle Schemes	E&R	Borough-wide cycle parking and cycle hangars to provide secure cycle storage (especially for residents without domestic or garden space) to overcome a major barrier for new and continuing cyclists. Significant additional investment in the bike hangar programme to reduce the waiting list, and contribute to our Net Zero 'Vision 2030' strategy and improve Air Quality.	0.907	(0.107)	0.450	0.000	0.450	0.000	1.807	(0.107)	1.700	3.150	0.000
Traffic & Parking - T&E EV Charging Points	E&R	Borough-wide electric vehicle charging points. On-street charging points are essential to facilitate the switch to electric vehicles for the majority of motorists who park on-street. Islington Council is committed to encourage the switch to low emission vehicles to reduce emissions and increase air quality.	0.160	0.000	0.160	0.000	0.160	0.000	0.480	0.000	0.480	1.120	0.000
Traffic & Parking - T&E Safety Schemes	E&R	Borough-wide safety and corridor schemes - support of People Friendly Streets programme by delivering walking and cycling improvements on main roads. Will deliver improved and new crossings to create safe walking and cycling links, provide additional pedestrian facilities at local amenities and town centres, and deliver improvement to main roads such as improving bus priority. Will also look at maximising junction capacities to ensure that main roads do not become heavily congested and address emerging collision hotspots in line with collision data and collision studies.	0.778	0.000	0.500	0.000	0.500	0.000	1.778	0.000	1.778	3.500	0.000
Traffic & Parking - T&E Traffic Enforcement/Parking	E&R	Borough-wide traffic enforcement and parking schemes, including dedicated disabled bay scheme and other accessibility improvements across the borough. Addressing emerging issues through traffic restrictions is an essential part of managing traffic in the borough and protecting the local environment and communities from excessive traffic, air pollution and road safety risks.	0.400	0.000	0.300	0.000	0.300	0.000	1.000	0.000	1.000	2.100	0.000
Tree Planting Programme	E&R	Borough-wide tree planting programme linked to outcome of tree canopy cover assessment and subsequent tree planting strategy. This will increase the canopy cover, amenity and climate change resilience of the borough.	0.239	(0.115)	0.160	0.000	0.160	0.000	0.559	(0.115)	0.444	1.120	0.000
Vehicle fleet electrification (infrastructure)	E&R	Development of a new substation/high voltage connection into the National Grid, low voltage network across the site and a contribution towards charging infrastructure. Supports the 'greening' of the Council's fleet and upgrades electrical infrastructure to ensure HGV element of the fleet can be switched to EV. This supports the Council's Net Zero Carbon Vision.	3.566	(1.485)	0.359	0.000	0.406	0.000	4.331	(1.485)	2.846	1.953	0.000
Vehicle Replacement	E&R	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 and replacement of petrol/diesel vehicles with electric vehicles on an ongoing ten year programme.	4.600	0.000	3.715	0.000	3.700	0.000	12.015	0.000	12.015	18.990	0.000
Vehicle Replacement (Housing)	Housing - HRA	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 and replacement of petrol/diesel vehicles with electric vehicles on an ongoing ten year programme.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.650	(3.650)
Wray Crescent Cricket Pavilion	E&R	Completion of works at the building, which will also have a green roof and ground source heat pump which supports the Net Zero Carbon 2030 Strategy, as well as supporting physical and community activity in the borough.	0.194	(0.064)	0.000	0.000	0.000	0.000	0.194	(0.064)	0.130	0.000	0.000
Jobs & Opportunity													
Early Years and Children's Centres	People	Package of urgent repairs and modernisation across the majority of the Council's early years facilities and children's centres.	0.583	0.000	0.000	0.000	0.000	0.000	0.583	0.000	0.583	0.000	0.000
Early Years Capital	People	Children's Centres remodelling and additional places for 2 to 3 year olds to meet statutory requirements and local needs.	0.666	0.000	0.000	0.000	0.000	0.000	0.666	0.000	0.666	0.000	0.000
Libraries - Islington Museum and Local History Centre	People	Redesign and refurbishment of museum space (exhibition space and permanent gallery) in a new and imaginative way to attract new groups, building on project and community consultation work. Will support resident engagement and host more activities to promote and explore the heritage of the borough.	0.300	0.000	0.000	0.000	0.000	0.000	0.300	0.000	0.300	0.000	0.000
Libraries Modernisation	People	Urgent modernisation to building fabric and fixtures & fittings across the Council's library estate in order to ensure they are fit for purpose and support community objectives.	0.500	0.000	0.000	0.000	0.000	0.000	0.500	0.000	0.500	0.000	0.000
Libraries - South Library	People	Bringing the disused first floor hall back into use, delivering rental income and social value.	0.300	0.000	0.000	0.000	0.000	0.000	0.300	0.000	0.300	0.000	0.000
Libraries - West Library	People	West Library refurbishment funded by Good Growth Fund (GLA Funding) including links to employment and affordable work space.	0.300	(0.300)	0.000	0.000	0.000	0.000	0.300	(0.300)	0.000	0.000	0.000
Rose Bowl	People	Facility built in 2001 and will need future capital redevelopment in next 10 years in order for the up keep of provision for youth activities.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.500	0.000
Schools - Schools Condition Schemes	People	Government grant funding for condition maintenance covering the fabric of school buildings, roofs, brickwork, windows and internal works. Also includes grant funding 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.	4.328	(3.444)	1.400	(1.400)	1.400	(1.400)	7.128	(6.244)	0.884	9.800	(9.800)
Schools - Other Schools/Contingency	People	Schools capital to be allocated in order to enable the general upkeep of school buildings across the estate.	0.279	0.000	0.000	0.000	0.000	0.000	0.279	0.000	0.279	0.000	0.000
Schools - Tufnell Park School Expansion	People	New Build replacement and expansion of existing 1.5 form entry school to 3 form entry school.	0.250	0.000	0.000	0.000	0.000	0.000	0.250	0.000	0.250	0.000	0.000
Toffee Park-Play & Youth Capital	People	Substantial refurbishment to Youth Centre and Nursery Buildings to create a 'start well' campus on the wider site and to provide spaces for a range of children's and community services, under the start well strand of Fairer Together.	1.500	0.000	0.000	0.000	0.000	0.000	1.500	0.000	1.500	0.000	0.000
TOTAL			186.789	(162.678)	190.335	(125.914)	162.076	(94.146)	539.200	(382.738)	156.463	1,110.093	(788.829)

Appendix F: Budget 2021/22 Cumulative Equalities Impact Assessment

1. Purpose of Report

This report assesses the equalities impacts of the savings proposals set out in the Council's Budget for 2021/22.

It provides an assessment of the likely impacts of the budget savings on residents and employees with 'protected characteristics' as defined by the Equality Act 2010. It also considers the impacts on those facing socio-economic disadvantage, which is also a consideration in Islington's Equalities Impact Assessment process.

The report assesses the overall impacts of the suite of savings proposals (cumulative impact) set out in the 2021/22 budget on residents and staff. It also provides a more detailed review – by specific groups and by directorate – of the cumulative impacts of existing savings set out last year, and in this new budget, on specific groups, and the actions to reduce or mitigate these impacts.

2. Context

Our commitment to fairness and equality

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.

Challenging inequality, racism and injustice is mission critical for Islington. We cannot realise our vision of creating a fairer borough for all our residents without tackling the inequality that continues to hold back some communities. Our new 'Challenging Inequality Programme' sets out our long-term ambition for challenging inequality, inequity, racism and promoting inclusion. We are determined to improve life chances for our residents and staff, ensuring no-one is left behind.

We want to challenge inequality in every capacity available to us, taking advantage of our position as an employer, strategic leader and as a service provider/commissioner.

Equality impact assessments are an important part of ensuring our services are responsive to the needs of our diverse communities and help tackle inequality creating a fairer borough for all. Each of the savings proposals set out in this budget has been considered through an equalities lens and, where there is a potential or perceived negative impact, a full Equalities Impact Assessment has been undertaken and actions identified to mitigate any risks.

These individual assessments have been used to inform this overall assessment of the impacts of our budget savings proposals on residents and staff and, in particular, on any specific group.

Our priorities

We want residents to have the opportunity to realise their potential and enjoy a good quality of life. To help bring our vision to life, we have four clear priorities:

- **Decent and genuinely affordable homes for all:** building new council homes, protecting private renters, being a good landlord and preventing homelessness
- **Jobs and opportunity:** delivering an inclusive economy, supporting people into work and ensuring young people have the best possible start
- **A safer borough for all:** tackling antisocial behaviour, ensuring young people are safe and encouraging a more cohesive borough for all
- **A greener and cleaner Islington:** keeping Islington clean and tidy, encouraging greener travel, creating a healthier environment for all and tackling the climate crisis

Our legal duties

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), together with a list of the ‘protected characteristics’ defined in the A, is set out at Annex A.

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 carefully and with rigour consider 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.

Our diverse population

Islington is an Inner London borough with a diverse population. Data from sources such as Census 2011, the Joint Strategic Needs Assessment and The Islington Evidence Hub, help to paint a profile of Islington as a place and our diverse communities:

- **Population:** Islington has a population of 236,400 in 2020 compared to 211,000 in 2011. It is estimated that our population will grow by a further 3% (7,000 people) over the next 10 years. Islington is the most densely populated local

authority area in England and Wales, with 16,097 people per square km. This is almost triple the London average and more than 37 times the national average.

- **Age:** Islington has a relatively young population with 27% (62,900) people aged 25-34. 176,600 people aged 18-64 and 38,000 under 18s and an estimated 21,700 (9% of the total population) over 65 in 2020.
- **Ethnicity:** Islington is a diverse borough, with Black or Minority Ethnic (BME) groups accounting for 32% of our population. 33% of residents are estimated to be born outside of the UK, compared to a national average of 14%.

Children growing up in BME households in Islington are more likely to be living in poverty in comparison to white children.

- **Sex:** The proportion of men and women in the borough is roughly 50/50. However, there are variations in life expectancy between men and women. Life expectancy at birth for men in Islington is 79.6 years, whilst women in Islington have a longer life expectancy of 83.3 years

93% of lone parents with dependent children are female. This is significant because unemployment rates among lone parents are far higher than the wider population - this is likely to affect household income and therefore deprivation levels. In Islington 56% of lone parents are not in employment while just 21% are in full-time employment - half the figure for the wider population.

- **Disability:** In May 2019, there were 6,104 Disability Living Allowance claimants in Islington. 16% 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 30% of people in a family with at least one disabled person live in poverty, compared to 19% of people in families with no disabled people in 2017/18.

- **Socio-economic:** Islington is the most deprived borough in London for income deprivation affecting children, and fourth highest for income deprivation affecting older people. Poverty is an issue in every part of the borough: almost every ward includes one of the most deprived LSOAs in Islington. Finsbury Park is the most deprived ward. As mentioned above, children in BME households or in lone parent households, and households with a disabled person, are more likely to be living in poverty.
- **Housing:** Islington has a relatively high proportion of social housing. Those in social housing are more likely to be on low income, though increasingly we are seeing households in the private rented sector struggling. Both social and private sector tenants who have moved to Universal Credit have seen increased levels of debt, which may put their tenancies at risk. 9% of households in Islington are lone parents and 11% of households are overcrowded.

The impact of COVID-19

We know that COVID-19 has had a disproportionate impact on many disadvantaged groups. COVID-19 has impacted residents in many ways including affecting employment, health and education to name a few. Our research supports findings nationally that certain groups are more likely to have disproportionately impacted by COVID-19 such as Black, Asian and Minority Ethnic, the elderly including those shielding, young people particularly those living in large households, and those with mental health conditions. We are working hard to support those affected ensuring they receive the support they need. The savings proposals set out in this report will not impact on the level of support provided to those impacted by COVID-19.

The scale of the challenge

We are currently expecting to have to close a net budget gap of £25m over the 2021/22 financial year. This is in addition to approximately £250m savings we have already had to make over the past ten years. So the scale of the challenge is huge and the Council has been faced with some difficult choices.

This year, as in previous years, we have made every endeavour to protect those in greatest need and at most risk. Where possible, savings focus on optimising efficiencies in service delivery. 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 Islington, with high levels of poverty and deprivation, we also consider socio-economic disadvantage when assessing the impacts of changes to policies and services.

3. Equalities Impacts: overall cumulative impact

The overall assessment is that there is **no cumulative negative impact** as a result of the budget savings proposals for 2021/22.

The budget sets out 46 new proposals, which will deliver savings of around £14m in 2021/22. This is in addition to £11m savings for 2021/22 agreed in last year's budget.

The majority of savings will come from efficiencies, maximising use of the various funding streams the Council has access to, and making better use of technology. These will result in 'back office' changes but with little or no impact on residents.

However, there are some savings that have the potential to impact upon:

- All residents
- Specific service users
- Staff

Impacts on all residents

There are a small number of changes to universal services and charges, and these have the potential to affect all residents. The key proposals are:

- Council Tax increase

- Increased charges related to parking and enforcement and planning
- The change from Bank Holiday waste collections to the following Saturday

Residents will see a small increase in their Council Tax and some may also be impacted by increases in other charges e.g. parking and discretionary planning fees.

However, the most vulnerable residents will continue to be protected. Older people and those on low incomes are eligible for subsidised Council Tax through our Council Tax Support Scheme. Islington's Resident Support Scheme continues to provide a safety net for those in crisis and facing severe financial hardship, and has provided crucial support over the past year for those economically impacted by COVID-19.

Disabled people and others with Blue Badges will continue to be able to park free of charge in designated spaces and will therefore not be affected by increased charges.

Impacts on specific service users

There are a number of proposals that relate to changes in services which support specific groups of residents and their families. These include services for vulnerable adults, disabled people, and those with learning disabilities or mental health problems, and children and young people.

The key impact for these groups is a potential change to the service they currently receive. This may be in the shape of a new provider where services are being re-commissioned to achieve savings, or a review of support packages to focus more upon a person's strengths, resources and ability to access help in their community (strengths-based approach), rather than automatically assigning the highest level of care, regardless of needs or abilities.

Overall, there should be no negative impact on the vulnerable groups these services support as each person will continue to be assessed and to receive the level of support required to meet their needs. Indeed, there may be a positive impact as people are empowered and supported to access help in their community and retain their independence for longer.

However, there is a risk that service users, families and carers could be unsettled by any change in the normal support arrangements and feel worried that the revised offer will not meet their needs. It will therefore be essential for services to ensure that service users and their families and carers are involved in any review of the support offer, and that the offer is reviewed on a regular basis to identify and respond to any change in needs and tailor the offer accordingly.

Evidence from services that have already moved to a strengths-based approach has been positive. Services users have felt supported and there have been no challenges to date.

Impacts on staff

The vast majority of staff savings and efficiencies will come from deleting / not recruiting to vacant posts, so there will be no direct impact on staff or specific protected characteristics.

There are a number of proposals relating to reconfiguring or consolidating teams, bringing common functions together to achieve staff efficiencies. However, the number of anticipated redundancies from these proposals is low (maximum of 6 staff). It is not possible at this stage to assess the overall impacts on any specific protected characteristics but as numbers are low and spread across a number of services / types of roles there are unlikely to be any groups disproportionately impacted. Any restructure will be subject to staff and staff union consultation, in accordance with the council's reorganisation policy and procedures. Where redundancies are necessary, affected staff will be offered support and prioritised for any new jobs being advertised within the council.

Overall equalities impact assessment

Looking at the totality of the savings to be delivered in 2021/22, the impacts on Islington residents and staff are assessed as follows:

- There are no significant impacts on Islington residents as a whole – and where changes have been introduced around universal services and charges, vulnerable residents are not disproportionately impacted and those facing socio-economic disadvantage are protected from financial impacts.
- There are some changes to services for specific groups – older vulnerable people, disabled people, including those with learning disabilities, and mental health problems. However, service users will continue to receive the appropriate level of support to meet their needs. Where potential impacts have been identified for individual proposals, mitigating actions have been set out which will minimise any adverse impact.
- A number of proposals will bring positive impacts for the community (for instance Schools Streets) and a move to a strengths-based approach could have a positive impact on service users by supporting them to retain some independence and engage in their community
- However, a number of savings proposals, together with wider initiatives e.g. People Friendly Streets, will impact vulnerable older people and those with physical or learning disabilities in particular. Whilst these changes are largely positive, any change can be disruptive. It is therefore essential that we continue to engage with these groups to ensure their voice are heard and that we recognise and respond to any needs and concerns as proposals are developed and rolled out.
- There are no significant impacts on staff – the number of redundancies from these proposals is low and there are no obvious impacts on specific protected characteristics.

The conclusion is that the Council’s proposals for achieving savings are therefore considered reasonable and have shown due regard to the PSED.

4. Equalities groups impacted by savings proposals

This section looks in more detail at the impacts of specific proposals on protected characteristics and on socio-economic disadvantage. It includes proposals from this year’s budget and from the budget last year that have a potential equalities impact.

Based on individual Equalities Impact Assessments the following protected characteristics are potentially impacted by one or more of the savings proposals for 2021/22:

Characteristic	Proposal	Directorate
Age (older people)	<ul style="list-style-type: none"> • Temporary Accommodation • Mental Health - Demand Management • Transformation of Operational Social Work Teams • Assistive Technology Transformation • Review of Charging Policy • School Streets Phase 2 	Housing People – Adult Social Care People – Adult Social Care People – Adult Social Care People – Adult Social Care Environment & Regeneration
Age (younger people)	<ul style="list-style-type: none"> • Short Breaks Efficiencies • Investment in the House Project • Health Visiting Transformation • Demand Management - Children's Social Care • Review of Early Help Service • Play and Youth Commissioning 	People – Children, Employment & Skills People – Children, Employment & Skills Public Health People- Children, Employment & Skills People – Children, Employment & Skills People – Children, Employment & Skills
Disability	<ul style="list-style-type: none"> • Temporary Accommodation • Mental Health - Demand Management • Learning Disability Reviews • Transformation of Operational Social Work Teams • Assistive Technology Transformation • Review of Charging Policy • Review of Floating Support Services 	Housing People – Adult Social Care People – Adult Social Care People – Adult Social Care People – Adult Social Care People – Adult Social Care People – Adult Social Care
Sex	<ul style="list-style-type: none"> • Health Visiting Transformation 	Public Health
Race	<ul style="list-style-type: none"> • Short Breaks Efficiencies • Temporary Accommodation • Mental Health Demand Management 	People – Children, Employment & Skills Housing People – Adult Social Care
Pregnancy / maternity	<ul style="list-style-type: none"> • Health Visiting Transformation 	Public Health
Sexual orientation	<ul style="list-style-type: none"> • Mental Health - Demand Management 	People – Adult Social Care

There are no disproportionate impacts relating to:

- Religion and belief
- Marriage and civil partnership
- Gender re-assignment

- Socio-economic disadvantage

5. Savings proposals and impacts – by directorate

This section provides a detailed assessment by Directorate of those savings proposals – both new and existing - that will potentially impact specific groups.

a) Council wide

- Council tax increase

Out of 32 London Boroughs (excluding the City of London), Islington's basic council tax is currently the 12th lowest (i.e. below the median) in London and significantly below the national average.

In 2021/22, the government has confirmed that the council tax referendum threshold will remain at 2% and there will be further flexibility for an Adult Social Care (ASC) precept of 3% specifically for ASC services.

It is proposed that the council increases core council tax by 1.99% and applies the 3% ASC precept, and this proposal is assumed within the council's overall budget gap. 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 (through the ASC precept), children and families in need, and disabled people.

The financial impact of the increase will be minimal – the proposed 1.99% increase in core Islington council tax and 3% ASC precept (4.99% in total) equates to an additional £1.18 per week in 2021/22 for the average (Band D) property.

The increase will have a socio-economic impact on 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 10p per week.

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.

b) Environment and Regeneration

New savings:

This year's budget for 2021/22 sets out 15 savings proposals, which have no specific impact on residents with protected characteristics. While the proposal to create a single team to support licensing, street trading, land charges, naming and numbering through new back office system will not impact residents it will have an impact on a small number of staff and result in the deletion of 3-4 posts. Any restructure will be subject to staff and staff union consultation, in accordance with the council's reorganisation policy and procedures, to ensure that there is not an unfair impact on any member of staff or group.

Existing Savings:

There is one previously approved saving proposals, which identified potential impacts on protected characteristics:

- School Streets Roll out: Phase 2

The School Streets programme forms part of Islington's commitment to create a healthy, fair, accessible and enjoyable transport environment. The primary aim of the programme is to restrict through-traffic to schools at drop-off and pick-up times. It has already been rolled out across a number of locations in the borough. Phase 2 will introduce the scheme to more schools across the borough.

This will have a positive impact on a number of groups with protected characteristics. For young people, there will be a reduction in their level of exposure to harmful vehicle fumes and a reduced risk of collisions with vehicles. Residents with cognitive disabilities will benefit from the reduction in noise pollution. Pedestrian enhancements will positively benefit disabled people, including but not limited to those using walking aids, wheelchair or mobility scooters. This will also help parents with prams or who use bicycles for family mobility. Older people, who have higher instance of disabling conditions such as mobility impairment, deafness or blindness will benefit from reduced traffic and road danger. In addition, older people are also more likely to live with dementia and will benefit from reduced noise pollution. In London, women are less represented than men in cycling, and lack of cycle infrastructure disproportionately impacts women. Reduced traffic during the school run will therefore benefit and empower more women to cycle.

Disabled residents or older people who may rely more on private cars or private vehicles may be inconvenienced by longer journeys if they regularly travel through the school street zones. Longer journeys may also involve higher costs. However, data indicates that private cars are just one means of travel for disabled residents and therefore should be considered on balance with the many benefits from a decrease in through traffic in the borough generally.

Additionally, 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. People living within the school streets zone with parking permits will be automatically exempt from the scheme.

Exemptions will also be provided to blue badge holders from outside the area who require access to the streets during the school street hours and further individual assessments will be undertaken for those without blue badges who have mobility issues.

The London Taxicard Scheme offers subsidised travel in licenced taxis and private hire vehicles to London residents with serious mobility impairments or who are severely sight impaired.

c) Housing

New savings

The Housing directorate has put forward three saving proposals in the 2021/22 Budget, none of which will have a negative impact on residents or staff:

- Growth reduction in the Specialist Housing Needs team
- Anticipated reduction in the No Recourse to Public Fund caseload
- Decommissioning of the high cost temporary accommodation scheme in Barnet.

Existing savings

Looking at last year's budget, there were two proposals for achieving savings in 2021/22 which could impact on specific groups – in both cases the impact is positive:

- Reducing usage of private sector provision within temporary accommodation:
Acquiring a further 100 properties for use as temporary accommodation to reduce dependency (and associated high costs) of using private sector provision. Households in temporary accommodation are more likely to be those with protected characteristics, such as women, those with a disability and BME. Securing good quality accommodation within the borough will reduce some of the associated disadvantages of being housed in temporary accommodation and have a positive impact on residents overall
- Offer more permanent housing to families in temporary accommodation:
The proposal aims to increase permanent housing allocations to homeless families by 70 households, helping to reduce the number of residents in temporary accommodation. Every household moved from temporary to permanent accommodation will generate a saving, and this will also have a

positive impact on these households due to higher quality, stable accommodation.

d) People Directorate – Children, Employment & Skills

New savings

This year's budget for 2021/22 sets out nine savings proposals, most of which have no impact on residents. This includes reducing the Remand budget and growth funding for Violence Against Women and Girls in line with demand, efficiencies across the service, and small savings in libraries (deleting a vacant post and a reduction in the budget for new stock).

There are, however, two proposals which will impact specific groups with protected characteristics:

- Short Breaks Efficiencies

Short breaks support children, and the families of children with severe and complex special educational needs and disabilities. These breaks enable the child to participate in fun, interesting and safe activities, whilst providing the parents and families with a much-needed break from their regular caring duties.

It is anticipated that, through reviewing the commissioning arrangements, we will be able to achieve the same, or better quality outcomes for children and families using these short breaks at a reduced cost.

Whilst there are no direct legal issues as a result of this change (as we are reviewing the commissioning activity whilst maintaining the same level of service), the Council will be mindful of the duties under the Children's Act 1989 (amended 2004). Specific regard will be paid to the short breaks duty and the Breaks for Carers of Disabled Children duties in the 2011 Regulations.

Regular co-production and SEND Parent Forum meetings are held between the council and service users, and these have remained well attended during COVID (virtual meetings held). Dialogue will continue through these channels and the council will carry out direct consultation with any affected families once a further feasibility of options has been undertaken. All users have an allocated social worker who can support them in considering options.

The impact of this proposal will be mitigated by reviewing the impact on families directly affected within 6 months of implementation; the lessons learned from these reviews will inform future commissioning.

- Investment in the House Project as a permanent service in Islington

The proposal is based on investment in 'The House Project', an initiative for care-experienced young people who are keen to live independently in their own home from the ages of 17-18 years old and onwards, and who have

been assessed by social workers as being capable of doing so safely, contingent on the right preparation and support.

The House Project is positioned to deliver savings to the Council as the cost of placing young people in their own Council property with support from the House Project team is generally cheaper than the cost of foster care and other semi-independent placements. A successful pilot of the House project has been undertaken with two groups of young people, and this proposal will continue this project on an ongoing basis. This proposal will benefit young people - a recent evaluation report from the University of York (looking at House projects nationwide) highlighted improved wellbeing, autonomy, and integration among young people taking part in these projects.

Existing savings

Previously approved savings within Children, Employment & Skills which were identified as having a potential impact on protected characteristic groups are

- Demand management for children's social care and new commissioning strategy for children looked after

The savings are a mixture of embedding new practice model alongside lower caseloads to provide intensive intervention with the ultimate aim of reducing re-referrals and preventing children from becoming looked after. 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. This has a positive impact on young people and a saving on the children's service placement budget.

A review of commissioning arrangements will also identify efficiencies in this budget with no negative impact on service delivery.

- Review of the Early Help 0 to 19 Service

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.

- Play and Youth Provision

Changes to commissioning and contracts in ways that preserve the availability or scope of play and youth services.

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.

e) People Directorate – Adult Social Care

New savings

Proposals set out in this year's budget build upon the approach set out last year. A move to a strength based approach in Adult Social Care will shift the emphasis from the current default position of higher levels of care towards people being assessed based on their strengths and accessing more support in the community. Proposals for support around Mental Health, Learning Disabilities, and Housing support all look to achieve savings through this approach.

Tailoring support according to strengths will have a positive impact in not making people dependent, however, there is a risk that service users and their families will perceive this as a reduced offer. To mitigate this, all care will be discussed and agreed with the service user and their family / carer to ensure it meets needs.

Looking in more detail at the proposals set out in this budget, those that could potentially impact on groups with protected characteristics are as follows:

- Mental Health Demand Management

Statutory Mental Health Services in Islington are overseen by Camden and Islington NHS Foundation Trust (CandI). An agreement exists between CandI and LBI as part of the agreement, a number of statutory functions like assessments, reviews, safeguarding etc. are undertaken by CandI.

There were 25,526 adults diagnosed with depression, anxiety or both registered with an Islington GP practice in 2018 and 3,834 adults with a Serious Mental Illness (SMI) (such as bipolar disorder or psychosis).

In Islington, people with Common Mental Illness (CMI) and Serious Mental Illness (SMI) have significantly higher rates of inpatient admissions than the total population. In Islington, 6,380 people are on Employment Support Allowance due to a mental illness, this is 53% of all claimants. People with an SMI are twice as likely to have at least one other diagnosed Long Term Conditions (LTC) as people who don't have an SMI. More than one third of people with CMI and nearly half of people with SMI are smokers (34% and 48% respectively) compared to the general population (23%).

As part of this saving plan, those service users under the acute division and having a diagnosis of SMI will be the focus as part of this review

work. Prevention Concordat for Better Mental Health 2017 suggested that services should focus on prevention, facilitating a universal response and promoting good wellbeing. This is in line with the five year forward view for mental health.

As part of this saving plan, there are two pathways as outlined below:

1) Demand Management: savings will be made by working within the strengths-based model and reviewing service users as outlined below to move through the accommodation pathway within Islington i.e. from high cost residential care, to lower level support living to own self-contained flat and so on. The step-down process will result in the savings and avoid service users getting stuck in placements for a large number of years.

2) Review of service users based out of area with care packages will be reviewed on a six-monthly basis using the strengths-based practice model by checking:

- Can the service user be transferred back into accommodation within the borough of Islington where care and support can be offered locally with a view of increasing independence?
- Can the care package be reduced with the service user moving to a least restrictive model i.e. step down from 24 hrs to supported living?
- Can the cost of the care package be negotiated/reduced with the current provider where it is deemed appropriate for longer term placements and the service user cannot be moved due to clinical/forensic concern?

Those in age range between 40-69, women, those who recognise themselves as LGBT+, individuals with a disability and individuals from ethnic groups are more likely to suffer from mental health symptoms.

These groups will not be negatively impacted by the proposed change, as each person's support offer will be tailored to their strengths and need. Any change in the level of support offered will be based on need, what is in the borough and based on a robust review.

Regular review of service provision will be undertaken by analysing data of how many reviews have taken place, how many have moved into the borough and how many have stepped down. Additionally, engagement will be held with staff and managers about the process and service users to understand their wishes and needs.

- Transformation of Operational Social Work Teams

The current customer journey involves an initial assessment with Contact Islington, referral through to Urgent Response before further referral through to long-term teams. Each stage involves an assessment process. There are

currently too many hand-offs between teams in the ASC department which means that we assess people multiple times before providing a care package.

The council are reviewing and streamlining the process to make the customer journey experience smoother, with the focus on assessing people at the first point of contact, resolving issues and signposting to other agencies where appropriate. This will reduce the number of people referred through to urgent response and subsequently reduces the size of the urgent response team.

An end-to-end review and streamlining of the pathway identified a number of potential savings from posts in the Urgent Response, Safeguarding, Community Placement Review, and the North and South Locality Community Teams (NLCT/SLCT).

These savings relate to the staffing establishment in those areas and this proposal will look to reduce the total staffing establishment/budget of all teams in scope by 10% (a total of £0.366m across six posts). Our current expectation is that the entirety of this saving can be made by deleting existing vacant budgeted posts meaning that all staff currently in a position, would remain in that position after this review. As a result there will be no negative impacts on any of the protected characteristic groups.

The impact of this proposal monitored the transformation programme benefits through the KPI Tracker, Independent Quality Assurance Monitoring Panels, Transformation programme board and other governance routes.

- Assistive Technology Transformation

Assistive technology (AT) is any item, piece of equipment or software that is used to increase, maintain or improve an individual's ability to perform daily tasks or to communicate, learn and live independent fulfilling, and productive lives.

The development of the current in-House Telecare service will enable the service to utilise the full range of technology available in the market, in a person centred and strength-based way. This will lead to the telecare service being able to offer increased independence, choice and quality of life for people who require social care, reducing the need for domiciliary and residential care, while also potentially increasing the possibility of timely hospital discharge.

Savings will be achieved through care package reduction and by avoiding unnecessary increases to future care package costs. Service users are currently older people and those with disabilities. Engagement with service users and stakeholders has been undertaken with an online survey completed by over 200 current and potential service users, as well as a telephone service user survey, practitioner focus groups and internal and external stakeholder

interviews such as with CandI NHS and Healthwatch. It is expected that the transformation will have a positive impact by improving the offer of care for residents with disabilities who receive care and support at home. The outcome of this will enable people to live more independently at home, and live happier lives. No negative or discriminatory impacts expected.

The impacts of this proposal will be monitored by the introduction of a benefits framework and quality assurance process to regularly monitor and oversee impact and issues arising following implementation. The introduction of a quality assurance framework and a method of measuring the financial and non-financial benefits of AT will enable the service to truly demonstrate its impact

- Learning Disability Reviews

This proposal aims to achieve a saving through a review of support for adults with learning disabilities.

This proposal relates to adults with learning disabilities over the age of 18 years that Islington Council has social care responsibility for. This responsibility arises because these individuals have been assessed by a social worker to have a need for care and support, which is eligible to be funded under the Care Act (2014) and Islington Council, has a duty to meet that need.

The proposal will seek to achieve reductions in the cost of existing care, while at the same time improving health and social care outcomes for these individuals by undertaking a review of their needs. Reviews will take place of people living in care homes (residential and nursing), supported living and community settings and will focus on maximising access to local resources, supporting pathways to employment, promoting independence and supporting skills development and recovery.

This model of assessment and support planning is called Strengths Based Practice. This is a collaborative process between the person supported by services and those supporting them, allowing them to work together to determine an outcome that draws on the person's strengths and assets.

In many cases this is more cost effective as it draws on resources already available in the community (e.g. those provided by voluntary, community and faith based groups or by friends, neighbours and families). It is not about cutting services and the intention of the review is not to save money but to improve the person's health and wellbeing.

However, the reality is that some people may currently be receiving services, which are not meeting their needs as effectively as possible and in some cases may be increasing dependency rather than promoting independence. These reviews are an opportunity to unlock that potential. Therefore, for

some individuals this may cost less to the Council, creating a saving. For others however, costs may increase as a result of a review related to an increase in the need for social care support.

The review programme will be delivered in partnership with the commissioning and brokerage teams to ensure that as well as service provision meeting individual needs they also represent value for money. A schedule of reviews has been drawn up to ensure that everybody currently receiving care will be reviewed by a social worker. This is in line with the expectations of Adult Social Care set out in the Care Act (2014).

This proposal also seeks to deliver savings by undertaking learning disability reviews collaboratively across North Central London (NCL) authorities and by negotiating better deals with common providers. This approach will be supported by embedding the national learning disability pricing tool called the Care Cube Calculator (CCC), which sets out what is a fair price to pay for comparable care settings.

Consultation will be required with families of those with learning difficulties/ disabilities whose placements are being reviewed. The impact of this proposal will be monitored by analysing data of reviews and through Care Package Panel Meetings alongside discussions with staff and managers on the process as well as service user's wishes and needs.

- Recommissioning of the 'low support' Housing Related Support services

The Council commissions a range of supported housing, where housing is provided alongside support or supervision to help people live as independently as possible in the community. Services are arranged into three levels of support – high support (24/7 support staff), medium support (support staff on-site every week day) and low support (less intensive visiting staff support). Our low support covers 118 units of accommodation, or 23% of our total of 515 units.

A review undertaken of our low support supported housing services found that our spending in this area is of limited benefit to our residents and does not represent good value for money. The council and providers believe that residents would be better served living independently, with tenancy support provided should the need arise. Individual assessments carried out by current providers will determine the ongoing accommodation and support needs of each tenant currently residing in these supported housing units.

The intention of these assessments is not about cutting services or saving money but to provide the best outcomes for residents. Indeed a small number of residents will be referred into higher support housing services; these residents have already been identified and are being referred to these alternative sites. In other instances, should the current provider, landlord,

housing colleagues and commissioners agree that a resident is able to live independently, they will be supported to do so. This will result in a saving to the council. This support will include tailored support from a move-on co-ordinator situated in the Council's Housing department and access to the council's Resident Support Scheme. In this way it is not expected that the saving will negatively impact on groups with protected characteristics, but to ensure this is the case further information from providers has been requested and an updated Equalities Assessment will be undertaken.

- Review and reduce the floating support service

The Housing Related Support (HRS) budget funds a range of supported accommodation services and the floating support service. A review of this service, has identified a number of efficiencies arising as a result of duplication of activities, with areas of duplication with other services provided by Islington Council and Housing Associations. The service will also improve its strengths based approach, equipping residents to independently manage their tenancies more quickly than is the current case.

The service works with up to 700 residents at any one time. Residents access the service via a variety of avenues and have a range of needs – though their primary needs in accessing the service relate to housing related support.

Service users include a small portion of young people and residents with a Learning Disability, residents with substance misuse needs, residents with mental health needs and residents with physical health issues. Any changes in support for people with learning disabilities will be risk assessed by a social worker in advance. Consultation with families about changes in support would also be required.

We will work with the provider to ensure that people are supported to understand the changes; including via the provision of accessible information. We will also work closely to ensure that there continues to be access to tenancy sustainment support services through the range of services available in Islington. Residents who require floating support will be able to receive it from our current providers or via similar tenancy sustainment services provided by the Council and Housing Associations.

- Review of Charging Policy (introduction of administration fee)

Currently all residents can arrange care through Islington Council. The Care Act (2014) allows the council to charge an administration fee on those residents using non-residential services that have the mental capacity to make the arrangements themselves who are full cost payers (capital in excess of £23,250). In these circumstances the local authority may apply an administration fee to cover its costs.

The administration fee will allow choice for the resident of arranging the care themselves or requesting that the council make all the arrangements in the knowledge that an administration fee will be charged.

Those who lack the mental capacity to arrange their own care will not be charged an administration fee, the council will continue to make those arrangements at no cost. We anticipate that the introduction of this fee would achieve additional income.

Over 80% of users would be over the age of 65. These users would benefit due to lower block contracts provided through Islington. Additionally, there are a high number of disabled service users. This will allow more residents with a disability to have care provided through Islington with regular care reviews and lower costs through to block contracts.

A mental capacity assessment will be completed where required so the charge is not raised for those lacking capacity. Additionally, reviews will be carried out on a yearly basis to ensure financial assessments remain correct.

Existing Savings:

In addition to the new savings proposals set out above, there are a number of savings proposals set out in the budget last year which potentially impact on specific groups:

- Annual reviews of adult social care packages in line with relevant legislation
- Package of savings through recommissioning of services
- Demand management and better use of residential block provision
- In-house services transformation

These savings 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.
- Work 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.

- Re-commission certain services and re-invest where there are gaps in provision to ensure early intervention and prevention provision is evidence based.
- 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.

Although these directly affect residents with protected characteristics (older people and those with a disability), we believe these will deliver positive outcomes for individuals involved. No changes that would adversely impact on an individual's safety or wellbeing are proposed, and so none of the new savings proposals for this year are identified as having a negative cumulative impact on these same groups.

f) Public Health

New saving

There is one new saving which will impact upon one or more specific groups.

- Health Visiting Transformation

This review includes the Family Nurse Partnership (FNP), an intensive home visiting service for teenage mothers, which is offered in place of the universal health visiting service from pregnancy through to the child's second birthday. Family Nurse Partnership is currently commissioned as a separate service from Whittington Health, who provide both FNP and the universal health visiting service.

The review will consider the cost benefits of the FNP service and potential alternative options from the current stand-alone service. FNP is a nationally licensed programme, and we are considering with the providers and the national programme whether to merge FNP into the existing universal service, or to cease provision of the licensed programme, to be replaced with a bespoke pathway for teenage parents within the universal health visiting offer.

We will also be looking within the main service, at the proportionality of the division of health visiting resource which goes towards universal delivery and to more targeted support to families with other vulnerabilities. Currently there

is a disproportionate resource that goes to some young mothers compared to that available to young mothers who choose not to participate in the FNP programme, or to other extremely vulnerable families who do not fit the criteria for inclusion in the programme.

The overall impact would be a rebalancing of resource, which may have a negative impact on a small number of teenage parents, but a positive impact on other families of high vulnerability (with an associated positive impact on those with the protected characteristics of maternity/pregnancy, and females).

The review will also consider the learnings from remote delivery during coronavirus, and scope for future savings in terms of some ongoing remote delivery, whilst maintaining safeguarding and the overall effectiveness and impact of service.

Risk assessments will be undertaken to negate the impact of changes on residents and ensure that we continue to meet all of our duties and responsibilities. The impact of this proposal will be monitored by review of new provision 1 year after implementation of changes and reviewing performance at quarterly contract monitoring.

Existing savings:

There is an existing saving to redesign our local health improvement and lifestyle services, and change the way we deliver public health behaviour-change programmes. This includes health checks and exercise on referral, through our universal services and other more cost-effective methods.

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 relation to 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.

6. Staffing Impacts

As summarised in section 3, some proposals will have staffing implications. While the significant majority will come from deleting / not recruiting to vacant posts, some proposals will have implications which may include changes to current roles or a potential risk of redundancy (for a very limited number of staff).

The impacts of these proposals on staff with protected characteristics cannot yet be fully determined but as numbers are low and spread across a number of services / types of roles there are unlikely to be any groups disproportionately impacted. Any changes to staffing structure will require consultation with staff unions in accordance with the council's reorganisation policy and procedures.

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.

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 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.

7. 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.

Safeguarding

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.

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. A broad range of quality assurance measures are already in place and will continue to be monitored and responded to robustly.

8. Monitoring

Whilst the overall assessment is that there is not a cumulative negative impact on any group as a result of the savings proposals, there is a need to continue to monitor this. Each individual proposal will continue to be reviewed and updated as

required. Consultation will be carried out where required to seek the views of residents and service users. The lead officer for each proposal will be responsible for ensuring that equality considerations remain at the forefront of decision making as each of these proposals are progressed.

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 favorably 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.

Crime & Safety

Q3 Scrutiny

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January 2021

Agenda Item C3

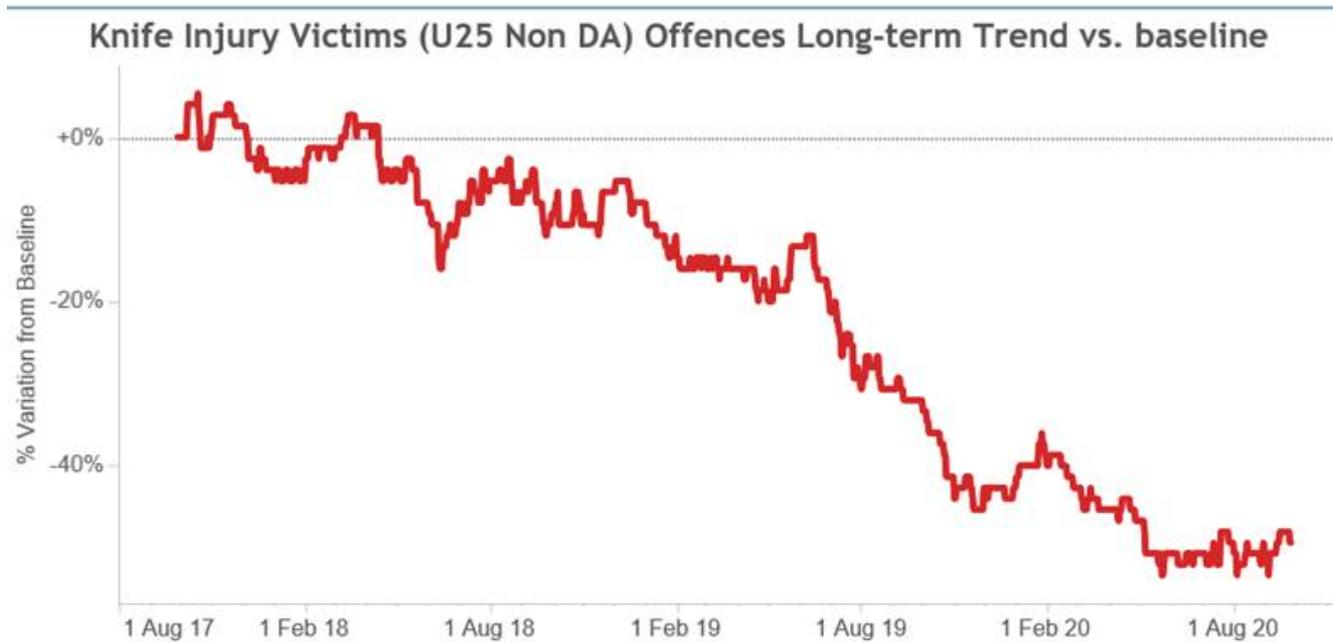
Crime Performance Summary

October 2020 to December 2020 vs previous year

- Islington recorded a 5% reduction in violent crime overall, whilst MPS wide there was only a 1% reduction
- There has been an 18.1% reduction in youth violence in the borough (23% reduction in London)
- Large reductions seen in robbery (26%), moped enabled (73%) and pedal cycle enabled (10%) crime locally
- Islington recorded an 11% increase in Public Order offences, which is higher than the MPS as a whole (where there was a 4% increase)
- Good reductions across knife crime types and gun crime types (Islington saw a smaller reduction (9% reduction) in Knife Crime Injury Victims 1-24 (Non DA) compared to the MPS as a whole (28% reduction). However, this is on the back of continual reductions over the last three years
- Islington and MPS wide there have been significant increases in Racist Hate Crime Offs (Islington recorded a 15% increase, compared to MPS as a whole where there was a 17% increase).
- Islington DV Offences are up 2% with Sanction Detections increasing to 18% in 2020 (an increase of 2.6% from 2019)

Knife Crime Trends

Year on Year Comparisons



Trend Chart Baseline

Highlights:

- Sustained reduction over 3 years (Oct 17 –Dec 20)
- Attributed to initiatives including the Integrated Gangs Team, the partnership approach to youth offending, out of court disposal scrutiny panel and the joined up police and partnership tasking
- Introduction of the “No Knife Shop” scheme to promote shops who opt not to sell knives and installation of knife bins at a number of locations

Youth Crime Update

Successes, Changes and Challenges

Education and Employment – continues to receive focus in order to reduce youth crime. The numbers of YOS young people attending school or AP has improved

Strategic Gangs panel – Has been launched and comprises of a number of partners. The objective is to ensure that intelligence is used effectively to disrupt and curtail group offending in the borough and beyond

Recovery planning for case holding services – The RAG rated process continues to be implemented ensuring that face to face supervision and interventions can be delivered in a safe way to the highest risk young people/adults

Employment event for Somali Young people 9th December, chaired by Young Mayor Cllr Husen, included presentations on police careers and young apprentices

VRU Parent Champion Network a partnership project led by Minority Matters with Islington council 35 parents/carers attending the first session on the 30th December,

Violence Reduction Unit Parental Support project – Social Switch and Navigating the Education system training started November - 30 parents signed up

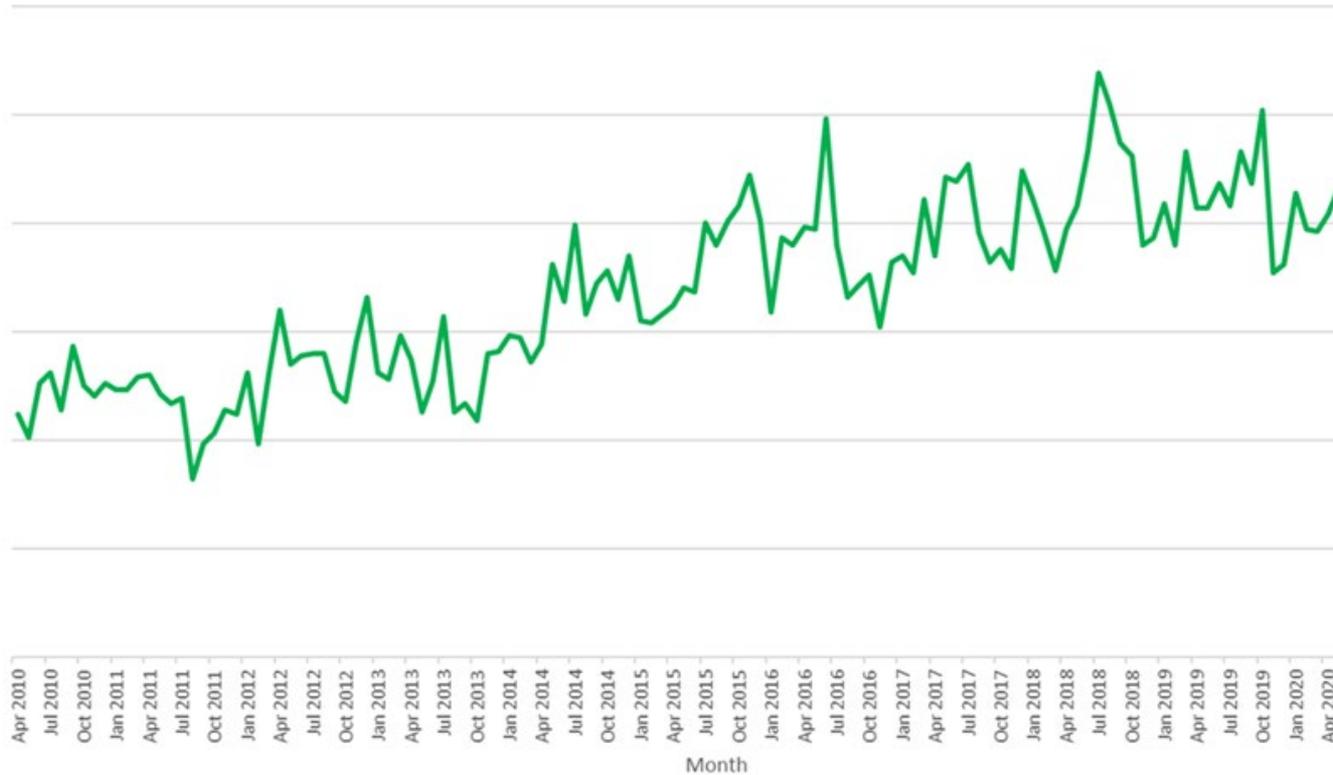
Knife Crime Prevention film shared widely with comms campaign in spring

The Chances programme, a partnership project between Arsenal, Substance and LBI starts January and will work with 100 young people and families per year.

DV Offences in Islington

Year on Year Comparisons

Domestic Abuse Hate Crime Offs
Islington (April 2010 - Dec 2020)



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Highlights:

- Sustained increase over the last 10 years
- Attributed to investment into encouraging reporting and changes in policing identification and recording standards

Violence against Women and Girls (VAWG)

Successes, Changes and Challenges

Daily Safeguarding Meeting (DSM) fully operational from 4th Jan, offering quick time response to incidents/referrals. It is increasing partnership actions to safeguard survivors/children and improved information sharing on risk posed by perpetrators.

PHD Student – LBI in partnership with the Uni of Essex, secured funding for a 3 year PHD student who will research and evaluate our VAWG Transformation work.

The VAWG Workforce & Practice Development Team have provided 50 consultations to practitioners and are delivering training across the partnership

VAWG Comms campaigns: 16 Days of Action and for festive period e.g. VAWG service information, survivors stories, #YouAreNotAlone campaign etc. The Twitter post on DA perpetrators received 358k impressions/700 engagements, the highest number of interaction for a council post since the LBI Twitter account started. FGM campaign to start February.

Labyrinth project – Solace have been awarded Tampon Tax funding to establish a national response to support women's centres, groups and networks to help them, and the women they support, to emerge stronger from the damage of the C-19 pandemic.

Covid 19 – DSM, VAWG partnership meetings and increased VAWG service capacity is supporting the local response to survivors and families during the pandemic although concerns continue especially with the impact of the latest lockdown

Key Partnership Initiatives

Successes, Changes and Challenges

- Review of the ASB, Hate Crime, Drugs and Prevent strategies for 2021-24 underway
- Key crime and violence reduction initiatives in Finsbury Park, EC and N19
- Tackling the rise in ASB calls linked to people staying at home
- Partnership supporting police tackling robbery and pedal cycle snatches
- Nationally and across London there has been a visible increase in activity connected to the far right (conspiracy theories, leaflets, stickers, etc) – locally there is a focus on understanding and tackling Far Right and extremism linked to gangs
- In Islington racist hate crime is increasing and being tackled through the multi-agency hate crime forum
- Youth Safety strategy launched in late November. Delivery group established to oversee the delivery and action plan involving strategic and VCS partners with community representation from parents/carers and young people
- VAWG Strategy Project group established to oversee development of new VAWG strategy for 2021-25

Drugs & Substance Misuse

Service Users in Islington Receiving Treatment

The numbers of people seeking support for their opiate use increased as a consequence of the reduced availability of street purchased drugs. This is a trend noted in drug services throughout the capital as reported by PHE London but has also been a feature in other areas of the country.

New to treatment	2019/20				2020/21	
	Q1	Q2	Q3	Q4	Q1	Q2
Alcohol	39	65	111	137	30	75
Alcohol and Non Opiate	22	46	96	126	17	48
Non Opiate	10	18	43	57	17	36
Opiate	32	63	146	196	83	129
Total	103	192	396	516	147	288

PH Commissioning were successful in a MHCLG bid for increased funding to improve drug and alcohol support to rough sleepers (£498k for the period Jan 2021 – March 2022). The funding was made available following the excellent work delivered by partnerships as part of 'Everyone In'.

Overall Crime Performance Summary

January 2020 to December 2020 vs previous year

Crime Type	Number of Offences 2019 (between 1 Jan 2019 - 31 Dec 2019 (LBI))	Number of Offences 2020 (between 1 Jan 2020 - 31 Dec 2020 (LBI))	Difference between 2019 and 2020 (LBI)	MPS Rank* (out of 32 where 1 = highest levels of crime)	Percentage Change between 2019 and 2020 (LBI)	Percentage Change between 2019 and 2020 (MPS)
Total Notifiable Offences						
Total Notifiable Offences	30,390	25,367	● -5,023	16	-16.5%	-14.2%
Crime Type						
Violence Against the Person	6,391	6,066	● -325	23	-5.1%	-0.8%
Sexual Offences	634	486	● -148	23	-23.3%	-6.3%
Robbery Offences	1,596	1,183	● -413	7	-25.9%	-30.9%
Burglary Offences	2,659	2,109	● -550	14	-20.7%	-24.0%
MV Offences	3,194	2,622	● -572	23	-17.9%	-14.8%
Theft Offences	10,699	7,525	● -3,174	6	-29.7%	-31.6%
Criminal Damage Offences	1,523	1,453	● -70	21	-4.6%	-9.1%
Drugs Offences	1,345	1,509	● 164	20	12.2%	13.9%
Possession of Weapons Offences	247	179	● -68	18	-27.5%	-11.2%
Public Order Offences	1,777	1,972	● 195	12	11.0%	4.4%
Other Offences	325	263	● -62	23	-19.1%	-1.8%

Youth & Hate Crime Performance

January 2020 to December 2020 vs previous year

Crime Type	Number of Offences 2019 (between 1 Jan 2019 - 31 Dec 2019 (LBI))	Number of Offences 2020 (between 1 Jan 2020 - 31 Dec 2020 (LBI))	Difference between 2019 and 2020 (LBI)	MPS Rank* (out of 32 where 1 = highest levels of crime)	Percentage Change between 2019 and 2020 (LBI)	Percentage Change between 2019 and 2020 (MPS)
Moped Enabled Crime	745	199	● -546	3	-73.3%	-42.6%
Pedal Cycle Enabled Crime	1,798	1,611	● -187	2	-10.4%	-1.2%
Serious Youth Violence	256	208	● -48	16	-18.8%	-25.6%
Youth Violence	520	426	● -94	20	-18.1%	-23.2%
Gun Crime Offs	43	32	● -11	24	-25.6%	-23.7%
Gun Crime Lethal Barrelled Discharged Offs	9	7	● -2	13	-22.2%	9.0%
Knife Crime Offs	550	432	● -118	12	-21.5%	-25.3%
Knife Crime With Injury Offs	116	91	● -25	17	-21.6%	-21.3%
Knife Crime Injury Victims 1-24 (Non DA)	44	40	● -4	14	-9.1%	-28.2%
Knife Possession Offs	189	135	● -54	16	-28.6%	-11.4%
Anti-Semitic Offs	13	11	-2	11	-15.4%	-7.4%
Disability Hate Crime Offs	28	22	-6	7	-21.4%	11.5%
Faith Hate Crime Offs	53	51	-2	16	-3.8%	-14.4%
Homophobic Hate Crime Offs	125	111	-14	9	-11.2%	-1.0%
Islamophobic Offs	29	28	-1	14	-3.4%	-26.3%
Racist Hate Crime Offs	572	659	87	16	15.2%	16.9%
Transgender Hate Offs	18	13	-5	4	-27.8%	2.1%
Domestic Abuse Incidents	4,113	4,254	141	22	3.4%	8.2%
Domestic Abuse Offs	2,533	2,584	51	23	2.0%	5.6%
Domestic Abuse SDs (Rate)	15%	18%		6	2.6%	1.0%

Report of:

Meeting of:	Date:	Ward(s):
Policy & Performance Scrutiny Committee	28 January 2021	All

Delete as appropriate	Exempt	Non-exempt

SUBJECT: Quarter 2 Performance Report: 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 are reported through the council's Scrutiny Committees on a quarterly basis to ensure accountability to residents and to enable challenge where necessary.
- 1.2 This report sets out Quarter 2 (Jul – Sep '20) progress against targets for those performance indicators that fall within the Well Run Council outcome area, for which the Policy & Performance Scrutiny Committee has responsibility.

2. Recommendations

- 2.1 To note performance against targets in Quarter 2 (Jul – Sep '20) 2020/21 for measures relating to Well Run Council.

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 externally through the Scrutiny Committees.

3.2 The Policy & Performance Scrutiny Committee is responsible for monitoring and challenging performance for the following key outcome area: Well Run Council, which ensures the organisation runs effectively and covers core council services such as Finance, Digital Services, Human Resources and Customer Services.

4. Outstanding issues and queries from Q1 update, presented on 17 September 2020

4.1 The Committee discussed the Quarter 1 (Apr – Jun '20) 2020/21 performance report on 17 September 2020. There were no outstanding queries raised by the Committee.

5. Quarter 2 performance update – Managing our budget effectively and efficiently

5.1 Key performance indicators relating to objective:

PI No.	Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	Q2 2020/21	On target?	Q2 last year	Better than Q2 last year?
WR1	Percentage of council tax collected in year	96.1%	96.2%	49.1% (profiled)	47.4%	No	49.1%	No
WR2	Percentage of business rates collected in year	96.6%	96.7%	52.8% (profiled)	46.7%	No	52.8%	No

WR1: Percentage of council tax collected in year

WR2: Percentage of business rates collected in a year

5.2 The socio-economic consequences of Covid-19 have significantly impacted the income of many council tax and business rates tax payers.

5.3 The first national lockdown commenced on 23 March 2020, just a week before the annual billing year (1 April '20 - 31 March '21). Through lost jobs or reduced income (furloughs), many residents and households are struggling to keep up with instalments. The loss of business income (resulting from closures, reduced demand and/or reduced capacity) means many businesses are also unable to keep up with their instalments.

5.4 The action we can take is limited by a new operational constraint. In order to enforce the collection of these taxes, the debt needs to be confirmed by the magistrates' court. Under normal circumstances, the court would summon the debtor and if there was no appropriate reason for not paying the tax, the court would confirm the debt was legally enforceable by issuing a 'liability order'. Without this the council is unable to enforce the debt, apply for an attachment of earnings or attachment of benefits or use enforcement agents.

- 5.5 Our magistrates' court have suspended council tax and business rates summons work. The court will not re-open for business rates liability orders this financial year – Spring 2021 would be the earliest date. There is a possibility that the Courts will open to hear council tax cases in February or March 2021. However, it would be too late for liability orders issued late in 2020/21 to have a substantial impact on council tax collection. Our ability to collect additional monies so late in the year is particularly impeded where residents and their households are still struggling with the ongoing reduction to their incomes caused by the Covid-19. It is important to note that all the magistrates' courts in London have adopted the same position (so all the London Boroughs have been affected in the same way).
- 5.6 Without any legal authority to enforce the debts owed to us, we have been making regular contact with those debtors for whom we have active contact details* with reminders to pay their instalments and warning of the long-term problems from letting arrears build up. We are using these regular contact methods to encourage debtors to maintain repayments, but these 'encouragements' do not have the same persuasive power or force as the magistrate-backed enforcement methods.
- 5.7 *Debtors are only obliged to provide us with postal addresses (not email addresses or phone numbers). Although we also write to our debtors, we've received significant numbers of returned mail from the business addresses on file. We are presuming they have closed but without contact it is difficult to know the position in every instance.
- 5.8 In addition to the statutory reminders and final notices issued, the team have made a further 47,000 contacts to date, by phone, text and email in attempts to encourage or 'nudge' charge payers to make a payment or keep up with their instalments.
- 5.9 As is the case with all London boroughs, we will not be back on track for 2020/21. After Q1 the Government published national collection rate statistics for all the English local authorities and Islington has experienced the same reduction as the average for the whole of England. With the significant impact of Covid-19, the earliest we are likely to be back on track will be 2022/23.

6. Quarter 2 performance update – Harness digital technology for the benefit of residents and staff

- 6.1 Key performance indicators relating to objective:

PI No.	Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	Q2 2020/21	On target?	Q2 last year	Better than Q1 last year?
WR3	Number of visits in person at Customer Contact Centre	131,500	107,440	TBC	TBC	TBC	53,548	TBC
WR4	Number of telephone calls through Contact Islington Call Centre	396,211	344,707	160,466 (profiled)	155,328 (profiled)	Yes	177,719	Yes

WR5	Number of online transactions	170,156	152,883	80,264 (profiled)	93,878 (profiled)	Yes	79,904	Yes
WR6	Percentage of calls into Contact Islington handled appropriately	98.5%	97.25%	98%	98%	Yes	96.67%	Yes

WR3: Number of visits in person at Customer Contact Centre

6.2 Since March 2020 the Customer Centre has remained open for emergencies only, planned appointments and the use of computers and courtesy phones. This approach has enabled a continued service provision to those residents who are most in need.

WR4: Number of telephone calls through to Contact Islington Call Centre

6.3 There has been no change to telephone provision or call volumes, which is mainly due to restrictions on recovery action, billing and notices during Q2. Staff resource continues to handle incoming calls to the We Are Islington telephone line and emails.

WR5: Number of online transactions

6.4 Although Covid-19 restrictions eased during Q2, main drivers for online transactions did not change or increase. However, increases in the use of 1) Parking – New Resident Permit; and 2) Council Tax – Moving online forms did increase slightly, as residents have started to move in and out of the borough.

WR6: Percentage of calls into Contact Islington handled appropriately

6.5 We continue to meet this target.

7. Quarter 2 performance update – Make sure our workforce is diverse, highly skilled and highly motivated

7.1 Key performance indicators relating to objective:

PI No.	Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	Q2 2020/21	On target?	Q2 last year	Better than Q1 last year?
WR7	Average number of days lost per year through sickness absence per employee (in previous 12-month rolling period)	8.60	8.30	7.5	8.5	No	7.90	No
WR8	Percentage of workforce who are	11.5%	11.5%	10%	10.7%	No	12.4%	Yes

	agency staff (by headcount)							
WR9	Percentage of BME staff within the top 5% of earners	20.1%	20.9%	21.7%	15.86%	No	20.4%	No
WR10	Percentage of disabled staff within the top 5% of earners	6.0%	5.8%	6.3%	7.59%	Yes	6.28%	Yes

WR7: Average number of days lost per year through sickness absence per employee (in previous 12-month rolling period)

7.2 A report on Sickness Absence for quarters 1 & 2 was submitted to PPS Committee on 3 December 2020. At that time HR reported that average number of days sick per employee was 8.5 days, marginally down on the 8.6 days per employee reported for the same period 2018/19. Removing Covid-19 related sickness reduces this to 3.12 days per employee. This reflects a picture which is common across London boroughs in that sickness absence is generally on the decrease to reflect the higher incidences of staff working from home and who are able to manage minor ailments whilst doing so.

7.3 The overall trend is therefore downwards, however long term sickness remains an area of concern and is the biggest factor, along with an ageing workforce, that impacts greater improvement in this area. A full analysis of the data has already been reported to Committee.

WR8: Percentage of workforce who are agency staff (by headcount)

7.4 Currently, agency workers comprise 10.7% of the workforce, which places Islington in the first quartile (top performance) for all London boroughs. The median for London is 13%. As set out in the December report to this committee, spend on agency workers was reducing at the point of Q2 reporting. However, to address Covid-19, there had been an increased need for agency workers from April - July '20, meaning numbers and expenditure had increased compared to the same period in the previous year. It is worth noting that since the December Committee report, the subsequent urgent set up of Lateral Flow Testing sites to support the Covid-19 response has necessitated the use of additional agency workers and will mostly be seen in Q4 data.

WR9: Percentage of BAME staff within the top 5% of earners

7.5 The percentage of BAME staff within the top 5% of earners has fallen slightly in the past year. As reported previously, due to the small number of staff in the top 5% it only requires a few BAME staff to leave and not be directly replaced with other BAME staff to lower this percentage rate. The situation in the middle and upper quartiles is more positive but improving the rates in the top quartile remains our priority, in particular analysing the data to understand where there is lower representation from e.g. Black or Asian colleagues specifically. The picture in Islington is consistent with that across London and we are actively engaged with London-wide working groups in tackling race inequality to ensure we are joining up with other authorities where appropriate and learning

from best practice. Work is underway as part of the Challenging Inequality programme to introduce various initiatives to address this situation, including diverse panels, improvements to our recruitment processes and training, a modernised approach to learning and careers, the creation of leadership and management programmes and new mentoring schemes. The SLT restructure presents an opportunity to attract and promote diverse talent into vacant senior roles.

WR10: Percentage of disabled staff within the top 5% of earners

- 7.5 This is now above target and improving. The Resourcing Team have encouraged new starters to complete disability information and for existing staff, there have been regular messages to remind staff of the importance of updating equalities information, both of which have addressed issues of underreporting.

8. Quarter 2 performance update – Be open and accountable

- 8.1 Key performance indicators relating to objective:

PI No.	Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	Q2 2020/21	On target?	Q1 last year	Better than Q1 last year?
WR11	Percentage of new voter registrations processed	New indicator	New indicator	98%	100%	Yes	New indicator	N/A

WR11: Percentage of new voter registrations processed

- 8.2 We maintained our 100% record.

9. Implications

Financial implications:

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

Legal Implications:

- 9.2 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:

- 9.3 There are no environmental impact arising from monitoring performance.

Resident Impact Assessment:

- 9.4 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).

9.5 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.

10. Conclusion

10.1 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:



Dave Hodgkinson (Corporate Director Resources)
and Cllr. Satnam Gill (Executive Member Finance
& Performance)

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Report of: Corporate Director of Resources

Meeting of:	Date	Ward(s)
Policy and Performance Scrutiny Committee	28 January 2021	All

Delete as appropriate	Exempt	Non-exempt

SUBJECT: Budget Monitoring 2020/21 – Month 8

1.	Synopsis
1.1	The Resources Directorate produces regular budget monitoring 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 Policy and Performance Scrutiny Committee's Terms of Reference also include the responsibility to consider matters relating to the financial position of the council. Therefore, the latest budget monitoring report is submitted to meetings of the Policy and Performance Scrutiny Committee.
2.	Recommendations
2.1	To consider and note the enclosed budget monitoring report which was considered by the Executive on 21 January 2021.
3.	Background
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.
4.	Implications
4.1	The implications are detailed in the enclosed report.
5.	Reason for recommendations
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 2020/21 – Month 8 and associated appendices.

Final report clearance:

Signed by:		
	Corporate Director of Resources (Section 151 Officer)	Date



Report of: Corporate Director of Resources

Meeting of	Date	Ward(s)
Executive	21 January 2021	All

Delete as appropriate	Exempt	Non-exempt
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2020/21 BUDGET MONITORING – MONTH 8

1. SYNOPSIS

- 1.1 This report presents the forecast outturn position for the 2020/21 financial year as at the end of month 8 (30th November 2020). The in-year budget position remains very uncertain due to ongoing developments around the COVID-19 crisis.
- 1.2 Rather than a one-off event that the council’s budget is recovering from, COVID-19 will continue to have a significant ongoing impact on the council’s budget for the foreseeable future. There is a need to maintain and, where possible, increase resilience in the council’s balance sheet and reserves to reflect the increased level of budget risks over the medium term.
- 1.3 As the forecasts in this report were prepared before London was placed into Tier 3 of local restrictions on 16 December, any impact on the forecasts will be reflected in the month 9 report.
- 1.4 Overall, the council is currently estimating total COVID-19 related budget pressures of approximately £59m (comprising £18m additional costs and £41m income losses) relating to the current financial year. This includes a forecast in-year General Fund overspend, potential council tax and business rates income (‘Collection Fund’) losses that would impact future year budgets and Housing Revenue Account (HRA) budget pressures. The council has £26m of COVID-19 general government grant funding to set against these pressures and is currently assuming compensation of £15.7m from the government’s sales, fees and charges loss scheme and £8.8m from the tax guarantee scheme for Collection Fund losses. This leaves a net COVID-19 related funding gap of approximately £8m in the current financial year. Any residual shortfall not funded by central government would significantly weaken the council’s balance sheet and reserves, which would then need to be replenished in future financial years.
- 1.5 Within the overall position outlined above, there is a forecast General Fund pressure of (+£49.187m) relating to the current financial year, including forecast Collection Fund losses and non COVID-19 variances. It is currently assumed that this will be balanced by the end of the financial year as follows:

- (-£26.043m) COVID-19 general government grant received to date, net of the amount applied in the previous financial year;
- (-£15.777m) latest forecast compensation from the sales, fees and charges income loss scheme. This is subject to change based on actual irrecoverable losses at the end of the financial year.
- (-£8.860m) assumed compensation from the recently announced Tax Guarantee scheme which will cover 75% of Collection Fund losses relating to the current financial year. This is also subject to change based on actual irrecoverable losses at the end of the financial years.
- (+£1.493m) assumed transfer to the COVID-19 earmarked for currently unfunded future year COVID-19 budget pressures and risks (including collection fund losses).

1.6 In addition, the government has provided a range of specific/ring-fenced COVID-19 funding streams that the council is administering as part of the local response to the crisis. This includes grants to support businesses closed due to COVID-19 restrictions or that have been significantly impacted for periods of national restrictions and local alert levels.

1.7 COVID-19 has also impacted the delivery of the capital programme, with latest forecast slippage of £65m to future financial years. There is a risk of further slippage over the remainder of the financial year.

2. RECOMMENDATIONS

2.1. To note the breakdown of the forecast General Fund outturn by individual variance at **Appendix 1** and by service area at **Appendix 2**, and to note the currently assumed approach to balancing the General Fund budget in 2020/21. (**Section 3** and **Table 1**)

2.2. To agree a transfer to earmarked reserves at the end of the financial year for the estimated net budget impact of 2020/21 council tax and business rates losses on future year budgets (**Paragraph 3.38**)

2.3. To agree that any unallocated balance on the 2020/21 corporate contingency budget at the end of the financial year is transferred to General Fund balances, in line with the MTFs strategy increase resilience in the council's balance sheet and reserves. (**Paragraph 4.39**)

2.4. To note the forecast in-year HRA deficit of (+£3.235m). (**Section 5** and **Appendix 2**)

2.5. To note the revised in-year capital forecast of £124.351m and agree slippage of £65.135m to future financial years, and to note that there is a significant risk of further slippage over the remainder of the financial year. (**Section 6** and **Appendix 3**)

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 – 2020/21 General Fund and HRA Forecast Over/(Under)Spend

	CV-19 Related	Non CV- 19 Related	Month 8 Total	Month 7 Total	Monthly Movement
	£m	£m	£m	£m	£m
<u>GENERAL FUND</u>					
Chief Executive's Directorate	0.510	(0.191)	0.319	0.339	(0.021)
Environment and Regeneration	20.420	(4.106)	16.314	16.132	0.182
Housing	0.085	(0.085)	0.000	0.000	0.000
People	12.303	0.196	12.499	12.208	0.291
Public Health	0.393	(1.823)	(1.430)	(1.298)	(0.132)
Resources Directorate	5.694	(0.219)	5.475	5.057	0.418
DIRECTORATE	39.405	(6.229)	33.177	32.438	0.738
Corporate Items	3.674	0.522	4.196	5.454	(1.258)
IN-YEAR GENERAL FUND	43.079	(5.707)	37.373	37.892	(0.520)
Collection Fund Losses	11.814	0.000	11.814	12.300	(0.486)
OVERALL GENERAL FUND	54.893	(5.707)	49.187	50.192	(1.006)
COVID-19 grant – Tranches 1-4			(26.043)		
SFC Compensation Full Year Estimate			(15.777)		
Assumed Tax Guarantee Scheme			(8.860)		
Transfer to COVID-19 Reserve			1.493		
FORECAST NET USE OF GENERAL BALANCES TO FUND OVERSPEND			0.000		
<u>HRA</u>					
In-year (Surplus)/Deficit	3.815	(0.580)	3.235	3.235	(0.000)

GENERAL FUND

Chief Executive's Directorate (+£0.318m, a decrease of -£0.021m since month 7)

- 3.2. The Chief Executives directorate is currently forecasting a net overspend of (+£0.318m), comprised of (+£0.510m) COVID-19 related budget pressures and a (-£0.192m) non COVID-19 related net underspend. This is detailed in **Appendix 1** and summarised by division in **Appendix 2**.
- 3.3. COVID-19 has resulted in commercial rental income losses of an estimated (+£0.453m) and loss of advertising income (+£0.007m). In addition, a (+£0.050m) grant was given to the Angel Business Improvement District to support operational spend due to COVID-19 related budget shortfalls.

Environment & Regeneration (+£16.314m, an increase of +£0.182m since month 7)

- 3.4. The Environment and Regeneration directorate is currently forecasting a net overspend of (+£16.314m), comprised of (+£20.420m) COVID-19 related budget pressures and a (-£4.106m) non COVID-19 related net underspend. This is detailed by key variance in Appendix 1 and summarised by division in Appendix 2
- 3.5. The department relies heavily on fees and charges income to subsidise its services and the COVID-19 crisis has severely impacted on revenue generating activities across all service areas.
- Parking related income – there has been a substantial decrease in projected income across Pay & Display, Penalty Charge Notices and Permit & Vouchers. It is estimated that the full year impact will see a decline in income across these areas of around £10.472m (unchanged since month 7).
 - Leisure related income – the council receives income from operating the leisure centres and from activities and events within our parks and open spaces. The current best estimate of the full year impact of this income loss is £4.813m (an increase of +£0.005m since month 7).
 - Other areas such as Commercial Waste, Licensing, Energy Services, Highways, Street Markets, Local Land Charges and Pest Control services are also experiencing reduced levels of service and it is estimated that the income loss across these areas will be £3.805m (a decrease of -£0.005m since month 7).
- 3.6. The directorate is also incurring additional costs in terms of agency cover for COVID-19 related sickness/self-isolation, overtime and additional contract costs to cover additional enforcement of social distancing, additional mortuary costs and Personal Protective Equipment. It is estimated that these additional costs will amount to £1.330m (an increase of +£0.110m since month 7) over the course of the financial year.
- 3.7. The main reason for the non COVID-19 related net underspend is additional projected income (-£2.458m, unchanged since month 7) from the acceleration of the Low Traffic Neighbourhood and People Friendly Streets programmes to aid social distancing measures on the streets. The remainder of the non COVID-19 related underspend is due to projected net staffing underspends and additional income such as the Housing Street Properties Fire Safety Inspections by Building Control and one-off income from Trading Standards penalties.

Housing General Fund (Breakeven position, unchanged since month 7)

- 3.8. The Housing directorate is currently forecasting a net breakeven position for the General Fund, comprised of (+£0.085m) COVID-19 related net budget pressures after specific grant funding and (-£0.085m) non COVID-19 related underspends. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**. The Housing directorate includes Voluntary and Community Services (VCS) and the council's statutory, yet unfunded by central government, duty to provide a safety net to vulnerable migrants with No Recourse to Public Funds (NRPF) – including European Economic Area Nationals, under social services legislation (including the Care Act 2014 and Children's Act 1989).
- 3.9. COVID-19 is causing budget pressures across homelessness and NRPF services. This is showing through rising client numbers, increased provider costs, additional legal challenges, extra landlord incentive payments, higher rent arrears and lost income sources. These trends have the potential to be exacerbated by additional COVID-19 pressures over the winter. It has been possible to manage COVID-19 pressures in this financial year through specific government grants (including MHCLG approval to re-purpose Rough Sleepers Initiative grant for related COVID-19 budget pressures) and favourable emergency hotel rental settlements. If this additional income was not present, the forecast position would be a significant overspend. It should be noted that the case increases from COVID-19 will most likely last into 2022/23, but

the income streams that support them will not and it is likely that there will be significant budget pressure in this area for some time.

- 3.10. COVID-19 is also placing pressures on key VCS partner organisations in the borough, including a loss of fundraising/earning potential, higher demand, and delays in applications from partner groups. To meet these pressures, the service estimates that it will need to draw down £0.081m of VCS contingency funding in earmarked reserves in the current financial year.
- 3.11. Underlying the COVID-19 impact are the continued financial pressures of the Homelessness Reduction Act 2017 and changes to the Statutory Homelessness Code of Guidance. This Act and amended Code are increasing the number of new homeless cases for the Council and resulting in rising legal challenges.
- 3.12. Islington Lettings remains a cost pressure with long and short-term issues resulting in a high level of 'write offs' of uncollected rent. New management and investigations into long standing issues are expected to result in an improved financial position.

People (+£12.499m, an increase of £0.291m since month 7)

- 3.13. The People directorate (comprising Children's, Employment and Skills and Adult Social Services) is currently forecasting a (+£12.499m) overspend.

Children's, Employment and Skills - General Fund (+£7.396m, a decrease of -£0.238m since month 7), Schools (-£0.993m, unchanged since month 7)

- 3.14. Children's, Employment and Skills is currently forecasting a net overspend of (+£7.396m), comprised of (+£7.118m) COVID-19 related budget pressures and risks and (+£0.278m) non COVID-19 related net overspends. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 3.15. The COVID-19 related budget pressures in the department include:
- (+£2.422m) forecast loss of parental fee income in Children's Centres, a reduction of (-£0.356m) since month 7;
 - (+£0.150m) legal costs in relation to an increase in emergency child protection orders;
 - (+£0.305m) cost of providing IT hardware to enable home learning for children without access to IT hardware at home, cost of providing free school meals over the Autumn half term and over the additional inset days prior to the Christmas break, an increase of (+£0.050m) since month 7;
 - (+£0.223m) increase in allowances for carers in recognition of the increased costs of caring for young people while they are at home and the provision of financial support to care leavers through the summer, an increase of (+£0.071m) since month 7;
 - (+£1.046m) forecast loss of income in relation to Cardfields, the Laycock Centre, the Arts Service, the Education Library Service and curriculum income in the SEN transport service, a decrease of (-£0.143m) from month 7. We are unlikely to see much recovery in income at Cardfields, the Laycock Centre or in the SEN transport service this year due to the nature of the provision;
 - (+£0.064m) forecast cost pressure due to delays in moving families out of temporary accommodation due to COVID-19, unchanged from month 7; and
 - (+£0.302m) other COVID-19 cost pressures, an increase of (+£0.012m) since month 7.
- 3.16. The forecast position includes an additional (+£2.606m, a decrease of -£0.260m since month 7) of COVID-19 budget risks in relation to the cost of packages for looked after children, staffing pressures in children's social care and potential further losses in income for traded services.

- 3.17. The forecast non COVID-19 related net overspends of (+£0.278m), an increase of (+£0.197m) since month 7, are detailed below.
- (-£0.200m) forecast underspend against the remand budget as numbers of young people remanded to custody by the courts remains low. However, this is a demand led budget, and a small increase in activity can have a significant impact on the budget.
 - (+£0.344m) forecast costs in relation to increased care proceedings. There is an estimated further cost risk of (+£0.100m) against this budget. The use of legal Counsel is subject to service director approval to minimise this cost pressure.
 - (+£1.021m) forecast net pressure against the children looked after placements budget, an increase of (+£0.125m) from month 7. A number of management actions are being taken to control costs including:
 - Detailed review of costs pressures through the placements board;
 - Focus on increasing in-house recruitment of foster carers;
 - Working with providers to reduce the cost of packages;
 - Discussion with the judiciary to increase special guardianship orders as opposed to care orders; and
 - Service director approval required for all residential / high cost placements.
 - (-£0.500m) drawdown of the placements contingency budget.
 - (-£0.781m) underspend on the council's Universal Free School Meals programme due to the number of children being educated at home in the summer term. The council continued to provide free school meals/food vouchers to those pupils who were eligible for statutory free school meals in the summer term and all pupils who attended school.
 - (+£0.070m) cost pressure in relation to the Post-16 bursary that has been funded from a balance of one-off funding in previous years but presents an ongoing cost pressure to the council that will be factored into 2021/22 budget setting.
 - (+£0.060m) historical cost pressure in relation to Holloway Pool that will be factored into 2021/22 budget setting.
 - (+£0.264m) of other net overspends across the service, an increase of (+£0.072m) since month 7.
- 3.18. An underspend of (-£0.993m) is currently forecast on the ring-fenced Dedicated Schools Grant (DSG), unchanged since month 7. This underspend comprises:
- (-£0.094m) underspend against the budget for falling rolls (unchanged since month 7). This forecast may change following the October schools census;
 - (-£0.300m) potential underspend against high needs (unchanged since month 7), however the risk of overspend has increased as a result of COVID-19. A better understanding of the impact on demand will be known later in the autumn term;
 - (-£0.463m) prior year balance in relation to funding for the statutory entitlement for 2-year old provision that is being held by Schools Forum to offset a future funding risk (unchanged since month 7); and
 - (-£0.136m) of other forecast underspends against de-delegated budgets that belongs to maintained schools (unchanged since month 7).

Adult Social Services (+£5.103m, an increase of +£0.529m since month 7)

- 3.19. Adult Social Services is currently forecasting an (+£5.103m) overspend. This is mainly (+£5.185m) attributable to the COVID-19 crisis, with a small underspend of (-£0.082m) in the Adult Social Services base budget. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 3.20. The department is forecasting net COVID-19 related budget pressures of (+£0.749m, a decrease of +£0.573m since month 7) in relation to supporting the adult social care market and additional demand (including the risk of increased demand due to the COVID-19 Hospital Discharge Service). Other COVID-19 related estimated budget pressures totalling (+£4.436m, a decrease of -£0.005m since month 7) relate to:
- PPE costs (+£2.075m, an increase of +£0.156m since month 7);
 - Workforce pressures (+£1.265m, an increase of +£0.082m since month 7);
 - Loss of client contributions (+£1.096m, a decrease of -£0.001 since month 7).
- 3.21. People funded through the COVID-19 discharge guidance funding arrangements which commenced on 19 March 2020, who enter a care package between 19 March and 31 August 2020, will continue to be funded through those arrangements. These funding arrangements will apply up until 31 March 2021. Relevant assessments should be completed for these individuals as soon as is practical to ensure transition to normal funding arrangements. After 31 March 2021, any care packages remaining will then need to be funded by Adult Social Services which has the potential to create a large budgetary pressure. Review teams have been set up to attempt to reduce the cost of these packages before the end of the year in order to reduce this pressure.
- 3.22. Adult Social Services continues to be impacted by wider demographic pressures, including increased demand for services and need of acute care. This is funded through a corporate demographic budget growth allocation.

Public Health (-£1.430m, a movement of -£0.132m since month 7)

- 3.23. Public Health is funded via a ring-fenced grant of £26.563m for 2020/21. The directorate is currently forecasting a net underspend of (-£1.430m), comprised of (+£0.393m) COVID-19 related budget pressures and (-£1.823m) underspends. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**. The net underspend will be allocated to wider public health expenditure being incurred across the council due to the pandemic.
- 3.24. The main COVID-19 budget pressures in the directorate are in the Sexual Health division due to increased online access to STI testing and treatment and online contraception.
- 3.25. The underspends in the directorate comprise:
- Additional procurement savings in the Substance Misuse division (-£0.163m);
 - More efficient procurement in the Sexual Health division due to changes in baseline tariffs (-£0.963m, a movement of -£0.174m since month 7);
 - Underspend of (-£0.664m, a movement of +£0.042m since month 7) on public health grant uplift following work with the NHS providers on the NHS pay awards;
 - Further small underspends totalling (-£0.033m).
- 3.26. The council has received Local Authority Test and Trace government grant (£2.431m) to mitigate against and manage local outbreaks of COVID-19, of which £0.524m has been proposed to date and further proposals are currently being worked up to allocate the remaining grant.

- 3.27. The council is also receiving funding from the Contain Outbreak Management Fund (COMF) whereby authorities receive amounts each month based on tier level: £2 per head for Tier 2 areas and £4 per head for Tier 3 areas. The regular payments from the COMF can be used for Public Health purposes to tackle COVID-19, and must be allocated in coordination with the Director of Public Health. To date, Islington has received £1.940m from the COMF. Following Greater London, being placed under Tier 3 restrictions on 16 December, Islington will receive an additional £4 per head (estimated £0.606m) for every 28 days under these restrictions.
- 3.28. It is assumed that the Local Authority Test and Trace grant and Contain Outbreak Management Fund will be fully allocated to additional expenditure pressures not currently reflected in the forecast budget variance.

Resources (+£5.475m, an increase of +£0.418m since month 7)

- 3.29. The Resources directorate is currently forecasting a net overspend of (+£5.475m), comprised of (+5.694m) COVID-19 related budget pressures and a (-£0.219m) non-COVID-19 related underspend. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 3.30. The most significant COVID-19 budget pressure in the directorate is an estimated (+£1.267m, a decrease of -£0.262m since month 7) loss of income from Assembly Hall events and registrars' services (e.g. weddings) relating to cancellation of previously booked events and a lack of new bookings. There are additional net costs anticipated in regard to crisis payments and providing support of (+£0.595m, unchanged since month 7). In addition, there are estimated potential costs of (+£0.161m, unchanged since month 7) related to the re-opening of the Assembly Hall.
- 3.31. Further COVID-19 related income losses are estimated in relation to court costs (+£0.700m, unchanged since month 7) and legal income from planning and property matters (+£0.119m, unchanged since month 7)
- 3.32. Additional costs of (+£1.987m, unchanged since month 7) are estimated in relation to IT infrastructure projects due to increased home working and additional support/maintenance costs.
- 3.33. An additional cost of (+£0.500m) is estimated in relation to ICT and office equipment support for colleagues' working from home arrangements.

Corporate (+£4.196m, a movement of -£1.258m since month 7)

- 3.34. The latest corporate items forecast is a (+£4.196m) overspend, comprising (+£3.674m) COVID-19 related pressures and non COVID-19 related net pressures of (+£0.522m). Key corporate variances are set out in **Appendix 1** and summarised by area of the corporate budget in **Appendix 2**.
- 3.35. COVID-19 related corporate budget pressures include +£0.417m (a decrease of -£0.008m since month 7) estimated additional costs of running the 'We are Islington' support service that are not reflected in directorate forecasts, +£1.082m (a decrease of -£0.500m) estimated pressure in relation to mortality management costs allocated across London councils.
- 3.36. Unchanged from month 7, the forecast corporate budget variance also includes re-phasing of savings to future years (+£4.955m, of which +£2.175m is COVID-19 related) and undeliverable savings (+£0.968m) following review at the end of the previous financial year.
- 3.37. There are forecast non COVID-19 variances in the following areas:
- (-£2.385m) relating to an agreed vacancy factor management action across the council with effect from 1 July 2020 (9 months part-year effect), excluding services where vacancies have to be covered for safeguarding or service performance reasons. Due to a degree of risk

around the delivery of this management action, only 75% (£2.385m) of the estimated £3.180m saving is currently factored into the forecast net budget position. However, budgets have been adjusted for the full amount and directorates are required to operate within their revised cash limited budgets;

- (-£1.000m) one-off underspend on the corporate financing budget, in part due to COVID-19 related slippage in the capital programme;
- (-£0.500m) underspend on assumed contract inflation (ongoing);
- (-£0.750m) underspend on assumed contract inflation (one-off in nature); and
- (+£1.409m) previously assumed drawdown from the Housing Benefit reserve that now needs to be maintained in reserves in light of COVID-19 related budget pressures over the medium term; and

3.38. The council is currently forecasting potential council tax and business rates losses of (+£11.814m, a decrease of -£0.486m since month 7) that would impact future year budgets. It should be emphasised that this is the latest prudent assessment of the potential in-year losses and subject to change at the end of the financial year. The government recently announced Tax Guarantee scheme which will cover 75% of Collection Fund losses relating to the current financial year. Therefore, it is assumed that the council will receive £8.860m from this scheme, leaving a net council pressure of (+£2.924m) that will impact future year budgets and for which funding will need to set aside in earmarked reserves. This is subject to change based on actual irrecoverable losses at the end of the financial years. There is likely to be a continued adverse impact on council tax and business rates income over the medium term that will require further government support.

3.39. This position assumes that the 2020/21 corporate contingency budget of £5.455 is required in full for non COVID-19 contingency pressures (including the difference between the 2% pay inflation assumption and the 2.75% local government pay award for 2020/21, as agreed by the Executive previously). In line with the MTFS strategy to increase resilience in the council's balance sheet and reserves, it is recommended that any unallocated balance on the 2020/21 corporate contingency budget at the end of the financial year is transferred to General Fund balances.

4. HOUSING REVENUE ACCOUNT (HRA)

4.1. A COVID-19 related in-year deficit of (+£3.235m) is currently forecast for the HRA, (unchanged since month 7) and summarised in **Appendix 2**. As the HRA is a ring-fenced account, any overspend at the end of the financial year will be funded from HRA reserves.

4.2. The most significant COVID-19 impact on the HRA budget is increasing levels of rent/service charge arrears and the consequent impact on the required provision for irrecoverable losses at the end of the financial year (+£2.050m latest estimate). The potential level of arrears at the end of the financial year and the extent to which the council will be able to recover arrears is very difficult to predict and will depend on the wider economic outlook and particularly tenants' security of employment. The service is actively engaging with tenants in order to both secure the recovery of arrears and prevent the further escalation of arrears.

4.3. Additional HRA COVID-19 related cost pressures (+£1.765m) are forecast in the following areas:

- PPE (+£0.200m) – primarily for caretaking/concierge & repairs staff;
- Use of voids for Temporary Accommodation (+£0.270m) – refurbishment/furnishing costs;
- Commercial Rent waivers in Q1 (+£0.375m);

- Loss of Parking Income (+£0.175m);
- Caretaking cover (+£0.450m);
- Estimated reduction in Leaseholder Service Charges due to reduced service levels (+£0.275m);
- Other (+£0.020m).

4.4. These COVID-19 HRA pressures are partially offset by non COVID-19 related HRA underspends.

5. CAPITAL PROGRAMME

5.1. The delivery of the existing capital programme has been significantly delayed by the COVID-19 pause in construction activity during lockdown and ongoing restrictions.

5.2. In light of the increased risk around the capital programme, the capital monitoring and reporting has been enhanced to include spend to date, plus reason for forecast variance and confidence in forecast. This is reflected in **Appendix 3**. It is intended that this increased rigour in capital reporting to CMB and the Executive continues going forward.

5.3. At the end of month 8 £46.601m (24.6%) of expenditure had been incurred against the 2020/21 capital budget of £189.486m. The revised forecast capital outturn for the financial year is £124.351m, with a forecast budget variance of £65.135m. This forecast variance is largely comprised of £65.192m of slippage to future financial years (for agreement in this report) offset by a £0.057m forecast overspend on the Central Library Renovation scheme (which will be contained within the overall People capital programme). The overall position is summarised by directorate in **Table 2** below.

Table 2 – 2020/21 Capital Programme

Directorate	2020/21 Budget £m	Month 8 Spend to Date £m	2020/21 Forecast Outturn £m	Forecast Variance / Slippage £m
Environment and Regeneration	25.389	6.613	18.260	7.129
Housing	150.846	37.700	97.550	53.296
People	10.159	2.137	6.426	3.733
Resources	3.092	0.151	2.115	0.977
Total	189.486	46.601	124.351	65.135

5.4. The revised capital forecast assumes a significant amount of capital expenditure in the last 4 months of the financial year (£77.750m). This level of capital delivery is likely to be impacted by the recently announced further COVID-19 restrictions, and there is a significant risk of further slippage over the remainder of the financial year.

5.5. There is also a risk that COVID-19 pushes up the overall costs of capital projects such as Bunhill Energy Centre Phase 2. Given slippage across the capital programme, cost pressures will largely be felt in future financial years. Work is ongoing to contain cost pressures within the approved capital programme budget.

6. IMPLICATIONS

Financial Implications

6.1. These are included in the main body of the report.

Legal Implications

- 6.2. 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

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

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. A resident impact assessment (RIA) was carried out for the 2020/21 Budget Report agreed 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 Key Variance

Appendix 2 – Revenue Monitoring by Service Area

Appendix 3 – Capital Programme 2020/21 to 2022/23

Background papers: None

Final report clearance:

Signed by:



8 January 2021

Executive Member for Finance and Performance

Date

Report Author: Martin Houston, Strategic Financial Advisor
Lucy Crabb, Finance Graduate Trainee

Legal Implications Author: Peter Fehler, Acting Director of Law and Governance

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Appendix 1: 2020/21 General Fund Key Variances - Month 8

Division	Type of Variance	Description	Over/(Under) Spend Month 8 £m
CHIEF EXECUTIVE'S DIRECTORATE			
Chief Executives Office	Non COVID-19 Cost Pressure	Overspends on running costs including postage and legal fees	0.013
Chief Executives Office	Underspend	Net underspend on salaries	(0.002)
Communications	Non COVID-19 Cost Pressure	Net overspend on salaries and agency costs	0.021
Communications	Non COVID-19 Cost Pressure	Consultants costs	0.030
Communications	Non COVID-19 Income Pressure	Shortfall in advertising income	0.013
Communications	Underspend	Net underspend on running expenses	(0.033)
Communications	Non COVID-19 Cost Pressure	Net overspend within Print Services on employee costs mainly as a result of the vacancy factor	0.004
Communications	Non COVID-19 Cost Pressure	Net overspend within Print Services on printing, hardware, software expenses	0.009
Communications	Underspend	Additional income forecast within Print Services	(0.050)
Community Wealth Building	Underspend	Net underspend on employee costs and non staffing budgets	(0.199)
Strategy & Change	Non COVID-19 Cost Pressure	Net overspend on employee costs	0.009
Strategy & Change	Underspend	General underspend on running expenses	(0.007)
Community Wealth Building	COVID-19 Loss of Income	Commercial property income losses due to rent waivers and deferral arrangements to support local business, and the uncertain rental market causing delay to properties being let	0.453
Community Wealth Building	COVID-19 Loss of Income	Loss of advertising income	0.007
Community Wealth Building	COVID-19 Additional Cost	Angel Business Improvement District (BID) grant	0.050
Total Chief Executive's			0.319
<i>Of which CV-19 pressures</i>			<i>0.510</i>
ENVIRONMENT AND REGENERATION (E&R)			
Public Protection	COVID-19 Additional Cost	Additional costs as a result of overtime and allowances	0.097
Public Protection	COVID-19 Additional Cost	Personal Protective Equipment (PPE)	0.029
Public Protection	COVID-19 Additional Cost	Parkguard - COVID-19 duties	0.100
Public Protection	COVID-19 Additional Cost	Additional Mortuary Costs	0.010
Public Realm	COVID-19 Additional Cost	Additional Covid spend in Fleet & Depots	0.101
Public Realm	COVID-19 Additional Cost	Personal Protective Equipment (PPE) and flyers	0.112
Public Realm	COVID-19 Additional Cost	Additional costs as a result of overtime and allowances within the Greenspace & Leisure service	0.148
Public Realm	COVID-19 Additional Cost	Highways Covid-19 Expenditure (line marking, agency etc.)	0.018
Public Realm	COVID-19 Additional Cost	Additional costs relating to front-line service delivery with increased agency cover required for sickness/self-isolation at over 20%. Also additional COVID-19 park guard costs for enforcing social distancing (£0.018m per month) and overtime in BECC.	0.715
Planning & Development	COVID-19 Loss of Income	Loss of income on planning application fees	0.300
Public Protection	COVID-19 Loss of Income	Licensing and enforcement activity - tables and chairs FPNs etc.	0.423
Public Protection	COVID-19 Loss of Income	Land Charges	0.153
Public Protection	COVID-19 Loss of Income	Pest Control	0.029
Public Protection	COVID-19 Loss of Income	Fines and CPNs within the HMO Licensing service area	0.064
Public Protection	COVID-19 Loss of Income	Market rents waived	0.279
Public Realm	COVID-19 Loss of Income	Loss of management fee rental income from GLL plus additional support to fund deficit position on open book accounting basis	4.268
Public Realm	COVID-19 Loss of Income	Parks related income - sports income, park concessions and event income	0.545
Public Realm	COVID-19 Loss of Income	Parking related income around PCNs, P&D, Permits & Vouchers and Suspensions	10.472
Public Realm	COVID-19 Loss of Income	Commercial waste income	2.175
Public Realm	COVID-19 Loss of Income	Loss of Angel BID and textiles income	0.075
Public Realm	COVID-19 Loss of Income	Loss of income within Traffic & Engineering from TFL	0.300
Public Realm	COVID-19 Loss of Income	Loss of Energy Services Income	0.006
Planning & Development	Non COVID-19 Cost Pressure	Net overspend within Development Control on employee costs mainly as a result of agency costs and the vacancy factor	0.431
Planning & Development	Underspend	Net underspend on licences, advertising, printing costs, activities and other supplies & services.	(0.004)
Planning & Development	Underspend	Net additional income mainly as a result of Housing Street Properties Fire Safety Inspections by Building Control and shortfall on DRP income.	(0.225)
Public Protection	Underspend	Net overspend on employee costs as a result of vacancies netted off by the vacancy factor	(0.096)
Public Protection	Underspend	Net underspend on running costs and legal costs within the division	(0.004)
Public Protection	Underspend	Net additional income mainly as a result of income from trading standards monetary penalties and licensing income.	(0.073)
Public Realm	Underspend	Net underspend on employee costs within Greenspace & Leisure (including vacancy factor)	(0.161)
Public Realm	Non COVID-19 Cost Pressure	Net overspend on running costs throughout Greenspace & Leisure as a result of underspends on supplies/services offset by the commissioning of the Garden Classroom to run the Urban Forest School program and consultants fees	0.059
Public Realm	Underspend	Net underspend in income mainly as a result of additional tree works income/s106	(0.207)
Public Realm	Non COVID-19 Cost Pressure	Additional employee costs mainly due to the vacancy factor and agency costs in Fleet & Depots	0.055
Public Realm	Non COVID-19 Cost Pressure	General non pay overspend throughout the Fleet & Depots service mainly due to lifecycle replacement items and a new procurement system	0.137
Public Realm	Underspend	Net underspend on employee costs within Highways (including vacancy factor)	(0.426)
Public Realm	Non COVID-19 Cost Pressure	Net overspend on running costs within Highways & Energy Services	0.087
Public Realm	Underspend	Improved position of income within Highways & Energy Services	(0.033)
Public Realm	Non COVID-19 Cost Pressure	Slight underspend on general services within Parking	(0.002)
Public Realm	Non COVID-19 Cost Pressure	Management action required to reduce spend following Zero Based Budgeting exercise to include true cost of out of hours working	0.713
Public Realm	Underspend	Net underspend on employee costs as a result of agency costs, redundancy costs and the vacancy factor within Street Environmental Services	(0.430)
Public Realm	Underspend	Net underspend on running costs mainly as a result of transport recharges and training	(0.252)
Public Realm	Underspend	Additional income within Street Environmental Services	(0.680)
Public Realm	Underspend	Net employee underspend and running cost underspend within Traffic & Engineering	(0.446)
Public Realm	Underspend	Acceleration of Low Traffic Neighbourhood and School Streets programmes	(2.548)
Total E&R			16.314
<i>Of which CV-19 pressures</i>			<i>20.420</i>
HOUSING			
Housing Needs	Non COVID-19 Cost Pressure	Legal Costs	0.297
Housing Needs	Non COVID-19 Cost Pressure	Islington Lettings	0.366
Housing Needs	Underspend	Bad Debt	(0.060)
Housing Needs	Non COVID-19 Cost Pressure	SHPS (Single Persons Homelessness Prevention Scheme)	0.418
Housing Needs	Underspend	Temporary Accommodation: Nightly Booked/PSL	(0.426)
Housing Needs	Underspend	Specialist Support Team	(0.197)
Housing Needs	Non COVID-19 Cost Pressure	Staffing/Other	0.027
NRPF	Underspend	NRPF Services (Statutory and Commercial)	(0.510)
Housing Needs	COVID-19 Additional Cost	Homelessness services	0.409

Appendix 1: 2020/21 General Fund Key Variances - Month 8

Division	Type of Variance	Description	Over/(Under) Spend Month 8 £m
Housing Needs	COVID-19 Additional Cost	Rough sleeping - accommodating and supporting those brought into alternative accommodation	0.615
Housing Needs	COVID-19 Additional Cost	Housing - other excluding HRA	0.510
Housing Needs	COVID-19 Loss of Income	Other income losses	0.100
NRPF	COVID-19 Loss of Income	Other SFC income losses	0.010
Housing Needs	COVID-19 External Funding	Additional CV-19 Grant Income	(1.559)
Total Housing			0.000
<i>Of which CV-19 pressures</i>			<i>0.085</i>
CHILDREN, EMPLOYMENT AND SKILLS (CES)			
Youth and Communities	Underspend	Uncommitted growth funding in relation to VAWG. This programme has been commissioned for the year and does not require the full allocation of funding	(0.050)
Youth and Communities	Underspend	Forecast underspend against the remand budget on the assumption that the reduced numbers on remand continues from last year. However, this is a demand led budget, and a small increase in activity can have a large impact on the budget.	(0.200)
Youth and Communities	Non COVID-19 Cost Pressure	On-going repairs and maintenance pressure in relation to youth and play provision across the borough	0.100
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Increase in non-staffing costs in relation to supporting CLA	0.000
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Staffing pressure in the CIN provider service due to increased costs of funding staff provided through health	0.055
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Increased demand on temporary accommodation (non-COVID-19)	0.054
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Increase in Short Breaks activities	0.097
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Legal costs from increased care proceedings (non-COVID-19)	0.344
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Pressure against Clinical posts, due to structural shortfall in core budget	0.026
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Overtime paid to staff to perform additional duties during the Ofsted inspection	0.016
Safeguarding and Family Support	Non COVID-19 Cost Pressure	Pressure against independent fostering agency and residential placements, due to delays to planned transformation work to redirect and reduce placement numbers, as a result of Covid. Overspends partially offset by underspends against joint agency provision and permanency placements.	1.021
Safeguarding and Family Support	Underspend	Application of placements contingency budget	(0.500)
Learning and Schools	Non COVID-19 Income Pressure	Reduction in purchase of annual service packages form schools (pre-COVID 19)	0.132
Learning and Schools	Underspend	Staff vacancies in school support services	(0.017)
Learning and Schools	Underspend	Potential underspend against the Universal Free School Meals budget as a result of pupils being at home	(0.781)
Learning and Schools	Underspend	Paused implementation of growth for Bright Start outreach workers due to cost pressures in the Council	(0.120)
Learning and Schools	Underspend	Forecast underspend against the Holiday Hunger budget	(0.053)
Learning and Schools	Non COVID-19 Cost Pressure	There is an ongoing base budget pressure relating to the council's Post-16 bursary, previously funded from a balance of one-off funding.	0.070
Learning and Schools	Non COVID-19 Cost Pressure	Ongoing base budget pressure in relation to Holloway Pool	0.060
Learning and Schools	Non COVID-19 Cost Pressure	Legal costs in relation to SEND appeals	0.024
Learning and Schools	Non COVID-19 Cost Pressure	Increase in demand for school uniform grants	0.020
Employment, Skills and Culture	Underspend	Early delivery of saving from flexible retirements	(0.020)
Youth and Communities	COVID-19 Additional Cost	Additional COVID-19 cost risks in the division	0.450
Safeguarding and Family Support	COVID-19 Additional Cost	Legal costs in relation to an increase in emergency applications for child protection orders	0.150
Safeguarding and Family Support	COVID-19 Additional Cost	Agency staff recruited to provide additional support to the Emergency Duty service as a result of COVID-19	0.008
Safeguarding and Family Support	COVID-19 Additional Cost	Additional independent reviewing officer for 6 months	0.050
Safeguarding and Family Support	COVID-19 Additional Cost	Increase in allowance for carers by £20 per week until 31 August due to increased costs of caring for young people while they are at home	0.059
Safeguarding and Family Support	COVID-19 Additional Cost	Additional financial support provided to care leavers through the summer. There is the potential to meet £54k of this cost through s106 funding.	0.093
Safeguarding and Family Support	COVID-19 Additional Cost	Nursing costs in relation to children discharged from hospital during COVID-19 lockdown	0.027
Safeguarding and Family Support	COVID-19 Additional Cost	Increase in demand for crisis payments as more disabled children are remaining at home due to COVID-19 and potential additional care support to clients	0.071
Safeguarding and Family Support	COVID-19 Additional Cost	Delay to moving families out of temporary accommodation due to COVID-19	0.064
Safeguarding and Family Support	COVID-19 Additional Cost	Additional COVID-19 cost risks in the division	0.593
Learning and Schools	COVID-19 Additional Cost	Provision of home learning packs for children and young people at home who do not have access to IT	0.018
Learning and Schools	COVID-19 Loss of Income	Estimated loss of parental income in Children's Centres due to a significant reduction in children accessing provision due to COVID-19	2.422
Learning and Schools	COVID-19 Additional Cost	Estimated cost of the provision of Provision of food vouchers to children who are eligible for the Early years Pupil Premium	0.026
Learning and Schools	COVID-19 Additional Cost	Purchase of PPE for Children's Centres	0.007
Learning and Schools	COVID-19 Loss of Income	Loss of curriculum income in the SEN transport service	0.096
Learning and Schools	COVID-19 Additional Cost	Additional support to Mother Tongue Supplementary Schools over the summer	0.030
Learning and Schools	COVID-19 Loss of Income	Loss of income in relation to school absences	0.032
Learning and Schools	COVID-19 Additional Cost	Cost of providing free school meals during autumn half-term and on the additional inset days in the run up to Christmas	0.180
Learning and Schools	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	1.238
Learning and Schools	COVID-19 Loss of Income Risk	Additional COVID-19 income risks in the division	0.175
Partnerships and Service Support	COVID-19 Loss of Income	Estimated loss of income at Cardfields and the Laycock Centre as a result of COVID-19	0.695
Partnerships and Service Support	COVID-19 Additional Cost	Purchase of 400 laptops / Chromebooks for home learning for children without access to IT kit at home and for Children in Need to enable them to stay in contact with social workers	0.125
Partnerships and Service Support	COVID-19 Additional Cost	Additional costs of cleaning BSF schools due to COVID-19 (Council share)	0.083
Partnerships and Service Support	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	0.150
Employment, Skills and Culture	COVID-19 Loss of Income	Estimated loss of income in the Arts Service due to COVID-19	0.084
Employment, Skills and Culture	COVID-19 Loss of Income	Estimated loss of income in Libraries, including the Education Library Service, due to COVID-19	0.171
Employment, Skills and Culture	COVID-19 Additional Cost	Provision of reading support to children who are at home	0.006
Employment, Skills and Culture	COVID-19 Additional Cost	Estimated cost of 50 Chromebooks for vulnerable adults	0.015
Total CES			7.396
<i>Of which CV-19 pressures</i>			<i>7.118</i>
ADULT SOCIAL SERVICES			
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care – workforce pressures	0.878
Integrated Community Services	COVID-19 Additional Cost	COVID-19 Hospital Discharge Service Placements	6.907
Integrated Community Services	COVID-19 External Funding	COVID-19 Hospital Discharge Service Placements Costs: Assumed income from NHS to the end of August 2020	(6.907)
Integrated Community Services	Underspend	Memory Cognition, Physical Support Placements and Mental Health	(0.020)
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care – supporting the market	2.006

Appendix 1: 2020/21 General Fund Key Variances - Month 8

Division	Type of Variance	Description	Over/(Under) Spend Month 8 £m
Learning Disabilities	Non COVID-19 Cost Pressure	Additional care packages in LD to replace day services	0.545
	COVID-19 External Funding	Infection Control Grant	(1.830)
In House Services	COVID-19 Additional Cost	Adult Social Care – workforce pressures	0.387
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care - Personal Protective Equipment (PPE)	2.075
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care - other	0.028
Integrated Community Services	COVID-19 Loss of Income	Reduction in service user contributions to packages of care	1.096
In House Services	Underspend	Impact of COVID-19 on In-House Day Services	(0.092)
In House Services	Non COVID-19 Cost Pressure	Reablement Staffing	0.044
Strategy & Commissioning	Non COVID-19 Cost Pressure	Integrated Community Equipment Service Pooled Budget	0.058
Strategy & Commissioning	Underspend	Commissioning Staffing Vacancies	(0.127)
Strategy & Commissioning	Non COVID-19 Cost Pressure	Intermediate Care Staffing	0.022
Adult Social Care	Non COVID-19 Cost Pressure	Adult Social Care Management Costs	0.033
Total Adult Social Services			5.103
<i>Of which CV-19 pressures</i>			<i>5.185</i>
Total People			12.499
<i>Of which CV-19 pressures</i>			<i>12.303</i>
PUBLIC HEALTH			
Children & Young People	Underspend	Trauma Informed Practice in Schools project funding will be allocated next financial year.	(0.033)
Other Public Health	Underspend	Efficiencies in the Public Health grant uplift	(0.664)
Sexual Health	Underspend	Activity has considerably dropped this year which has resulted in LBI paying less to providers. The service also received £321k in Prep funding this year. The department are currently in the process in negotiations with the provider on contract variation which will be based on activity.	(0.963)
Substance Misuse	Underspend	Procurement efficiencies delivered additional savings.	(0.163)
Public Health	COVID-19 Additional Cost	Mainly due to an increase in online access to STI testing and treatment and online contraception	0.393
Total Public Health			(1.430)
<i>Of which CV-19 pressures</i>			<i>0.393</i>
RESOURCES DIRECTORATE			
Financial Operations	COVID-19 Loss of Income	Loss of income from Assembly Hall events and registrars services (e.g. weddings) relating to cancellation of previously booked events and lack of new bookings as well as emergency assistance grant.	1.267
Financial Operations	COVID-19 Additional Cost	Potential Assembly Hall re-opening costs: Air Handling System/Power Upgrade/technological/IT modification	0.235
Financial Operations	COVID-19 Additional Cost	Additional overtime/salary related expenditure incurred due to extra support and assistance provided to vulnerable and self-isolating people and communities at large	0.291
Financial Operations	COVID-19 Additional Cost	Crisis payments are being made to local residents to support people who are struggling to buy the basics (net of specific government grant funding)	0.595
Digital Services	COVID-19 Additional Cost	Upgrading of IT infrastructure due to increased home working and additional support and maintenance costs. This is net of assumed funding from earmarked reserves for non COVID-19 related IT project costs.	1.987
Financial Operations	COVID-19 Loss of Income	Loss of court costs income due to court activities being closed and no hearings taking place	0.700
Financial Operations	COVID-19 Additional Cost	WFH, ICT and Office Equipment support	0.500
Law and Governance	COVID-19 Loss of Income	Loss of legal income from planning and property services	0.119
Resources Others (department as a whole)	Underspend	Includes corporate support for legal case management system	(0.219)
Total Resources			5.475
<i>Of which CV-19 pressures</i>			<i>5.694</i>
Directorates Total			33.177
<i>Of which CV-19 pressures</i>			<i>39.405</i>
CORPORATE			
We are Islington	COVID-19 Additional Cost	Estimated additional costs of running the 'We are Islington' support service that not reflected in directorate forecasts	0.417
London Mortality Management	COVID-19 Additional Cost	Estimated pressure in relation to mortality management costs allocated across London councils	1.082
Re-profiled savings (non COVID-19 related)	Non COVID-19 Cost Pressure	Re-profiling of the 3-year saving plan following review at the end of the previous financial year	2.780
Re-profiled savings (COVID-19 related)	COVID-19 Additional Cost	Further re-profiling of the 3-year savings plan to reflect the impact of COVID-19	2.175
Undeliverable savings	Non COVID-19 Cost Pressure	Historical savings target that is no longer considered deliverable	0.968
Corporate Financing Account	Underspend	Estimated one-off underspend on the corporate financing budget, in part due to COVID-19 related slippage in the capital programme	(1.000)
Contract inflation	Underspend	Underspend on assumed contract inflation, of which £0.500m ongoing and £0.750m one-off in nature	(1.250)
Vacancy factor	Underspend	Agreed vacancy factor management action across the council with effect from 1 July 2020 (9 months part-year effect), excluding services where vacancies have to be covered for safeguarding or service performance reasons	(2.385)
Reserve movements	Non COVID-19 Cost Pressure	Budget pressure in relation to previously assumed drawdown from the Housing Benefit reserve that now needs to be maintained in reserves in light of COVID-19 related budget pressures over the medium term	1.409
Total Corporate Items			4.196
<i>Of which CV-19 pressures</i>			<i>3.674</i>
IN-YEAR GENERAL FUND			37.373
<i>Of which CV-19 pressures</i>			<i>43.079</i>
COVID-19 Collection Fund Losses			11.814
OVERALL GENERAL FUND			49.187
<i>Of which CV-19 pressures</i>			<i>54.893</i>
COVID-19 Grant (net of amount applied in 2019/20)			(26.043)
SFC Compensation Full Year Estimate			(15.777)
Assumed Tax Guarantee Scheme Compensation			(8.860)
Transfer to COVID-19 Reserve			1.493
Unplanned Transfer from GF Balances			0.000
FORECAST NET GENERAL FUND			0.000

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Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 8

GENERAL FUND						Forecast	Month to
	Expenditure Budget	Income Budget	Net Budget	Forecast Outturn	Over/(Under) Spend Month 8	Over/(Under) Spend Previous Month	Month Change
	£m	£m	£m	£m	£m	£m	£m
CHIEF EXECUTIVE'S DIRECTORATE							
Chief Executive's Office	0.427	(0.342)	0.085	0.096	0.011	0.011	0.000
Communications and Change	2.005	(1.016)	0.990	0.991	0.001	0.007	(0.006)
Community Wealth Building	3.596	(3.377)	0.219	0.523	0.304	0.329	(0.025)
Strategy & Change	0.836	(0.119)	0.718	0.720	0.002	(0.008)	0.010
Total Chief Executive's	6.865	(4.853)	2.012	2.330	0.319	0.339	(0.020)
<i>Of which CV-19 pressures</i>					<i>0.510</i>	<i>0.510</i>	<i>0.000</i>
ENVIRONMENT AND REGENERATION (E&R)							
Directorate	1.341	(1.848)	(0.507)	(0.507)	0.000	0.000	0.000
Planning and Development	5.915	(4.864)	1.052	1.554	0.502	0.320	0.182
Public Protection	15.226	(10.793)	4.433	5.444	1.011	1.048	(0.037)
Public Realm	87.523	(76.928)	10.595	25.396	14.801	14.764	0.037
Total E&R	110.005	(94.433)	15.572	31.886	16.314	16.132	0.182
<i>Of which CV-19 pressures</i>					<i>20.420</i>	<i>20.310</i>	<i>0.110</i>
HOUSING							
Temporary Accommodation (Homelessness Direct)	12.304	(9.248)	3.056	3.229	0.173	(0.613)	0.786
Housing Needs (Homelessness Indirect)	4.094	(2.417)	1.677	1.574	(0.103)	0.566	(0.669)
Housing Strategy and Development	0.073	0.000	0.073	0.067	(0.006)	(0.006)	0.000
Housing Administration	1.133	(0.217)	0.916	0.915	(0.001)	(0.001)	0.000
No Recourse to Public Funds	1.432	(0.260)	1.172	1.109	(0.063)	(0.013)	(0.050)
Voluntary and Community Services (VCS)	3.719	(0.925)	2.794	2.794	0.000	0.000	0.000
Total Housing	22.755	(13.067)	9.688	9.688	(0.000)	(0.000)	0.000
<i>Of which CV-19 pressures</i>					<i>0.085</i>	<i>0.152</i>	<i>(0.067)</i>
CHILDREN, EMPLOYMENT AND SKILLS (CES)							
Youth and Communities	8.973	(3.219)	5.754	6.054	0.300	0.300	0.000
Safeguarding and Family Support	55.207	(12.569)	42.638	44.866	2.228	2.103	0.125
Learning and Schools (non DSG element)	235.425	(208.622)	26.803	30.362	3.559	3.922	(0.363)
Partnership and Service Support	6.779	(2.927)	3.852	4.905	1.053	1.053	0.000
Strategy and Planning	1.222	(2.281)	(1.059)	(1.059)	0.000	0.000	0.000
Employment, Skills and Culture	8.470	(3.609)	4.861	5.117	0.256	0.256	0.000
Health Commissioning	1.961	(0.925)	1.036	1.036	0.000	0.000	0.000
Total CES	318.037	(234.152)	83.885	91.281	7.396	7.634	(0.238)
<i>Of which CV-19 pressures</i>					<i>7.118</i>	<i>7.553</i>	<i>(0.435)</i>
ADULT SOCIAL SERVICES							
Adult Social Care	3.675	(21.656)	(17.981)	(17.948)	0.033	0.046	(0.013)
Integrated Community Services	49.787	(19.553)	30.234	34.467	4.233	3.861	0.372
In House Services	9.837	(2.419)	7.418	7.757	0.339	0.469	(0.130)
Learning Disabilities	33.535	(7.632)	25.903	26.448	0.545	0.265	0.280
Strategy and Commissioning	41.476	(21.581)	19.895	19.848	(0.047)	(0.067)	0.020
Total Adult Social Services	138.310	(72.841)	65.469	70.572	5.103	4.574	0.529
<i>Of which CV-19 pressures</i>					<i>5.185</i>	<i>4.617</i>	<i>0.568</i>
Total People	456.347	(306.993)	149.354	161.853	12.499	12.208	0.291
<i>Of which CV-19 pressures</i>					<i>12.303</i>	<i>12.170</i>	<i>0.133</i>
PUBLIC HEALTH							
Children 0-5 Public Health	3.772	0.000	3.772	3.772	0.000	0.000	0.000
Children and Young People	1.749	(0.160)	1.589	1.556	(0.033)	(0.033)	0.000
NHS Health Checks	0.250	0.000	0.250	0.25	0.000	0.000	0.000
Obesity and Physical Activity	1.047	(0.251)	0.796	0.796	0.000	0.000	0.000
Other Public Health	9.197	(28.655)	(19.458)	-20.064	(0.606)	(0.649)	0.043
Sexual Health	6.184	(0.775)	5.409	4.763	(0.646)	(0.471)	(0.175)
Smoking and Tobacco	0.477	0.000	0.477	0.494	0.017	0.017	0.000
Substance Misuse	7.166	0.000	7.166	7.003	(0.163)	(0.163)	0.000
Total Public Health	29.841	(29.841)	(0.000)	(1.430)	(1.430)	(1.298)	(0.132)
<i>Of which CV-19 pressures</i>					<i>0.393</i>	<i>0.393</i>	<i>0.000</i>
RESOURCES							
Directorate	0.872	0.000	0.872	0.969	0.097	(0.041)	0.138
Digital Services and Transformation	18.156	(5.013)	13.143	15.130	1.987	1.972	0.015
Financial Management and Property	6.079	(4.138)	1.941	1.942	0.001	(0.154)	0.155
Financial Operations	237.496	(218.876)	18.620	21.765	3.145	3.120	0.025
Health and Safety	1.098	(0.380)	0.718	0.718	0.000	0.000	0.000
Internal Audit	0.692	0.000	0.692	0.554	(0.138)	(0.139)	0.001
Law and Governance	6.781	(3.558)	3.223	3.422	0.199	0.205	(0.006)
Human Resources	3.119	(1.685)	1.434	1.618	0.184	0.094	0.090
Total Resources	274.293	(233.650)	40.643	46.118	5.475	5.057	0.418
<i>Of which CV-19 pressures</i>					<i>5.694</i>	<i>5.057</i>	<i>0.637</i>
Directorates Total (excluding CV-19)	900.106	(682.837)	217.269	250.445	33.176	32.438	0.738
<i>Of which CV-19 pressures</i>					<i>39.405</i>	<i>38.592</i>	<i>0.813</i>

Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 8

	Expenditure Budget	Income Budget	Net Budget	Forecast Outturn	Over/(Under) Spend Month 8	Forecast Over/(Under) Spend Previous Month	Month to Month Change
	£m	£m	£m	£m	£m	£m	£m
CORPORATE							
Council Tax	0.018	(99.201)	(99.183)	(99.183)	0.000	0.000	0.000
Retained Business Rates	0.000	(104.642)	(104.642)	(104.642)	0.000	0.000	0.000
Revenue Support Grant	0.000	(24.459)	(24.459)	(24.459)	0.000	0.000	0.000
New Homes Bonus	0.000	(5.269)	(5.269)	(5.269)	0.000	0.000	0.000
Other Specific Grant	0.000	(0.570)	(0.570)	(0.570)	0.000	0.000	0.000
Corporate Financing Account	7.987	(9.897)	(1.910)	(2.910)	(1.000)	(1.000)	0.000
Levies	20.072	0.000	20.072	20.072	0.000	0.000	0.000
Pensions	13.465	(4.117)	9.348	9.348	0.000	0.000	0.000
Other Corporate Items	(0.092)	0.000	(0.092)	5.104	5.196	6.454	(1.258)
Transfer to/(from) Reserves	9.941	0.000	9.941	9.941	0.000	0.000	0.000
Appropriations and Technical Accounting Entries	0.000	(25.960)	(25.960)	(25.960)	0.000	0.000	0.000
Contingency	5.455	0.000	5.455	5.455	0.000	0.000	0.000
Total Corporate Items	56.846	(274.115)	(217.269)	(213.073)	4.196	5.454	(1.258)
<i>Of which CV-19 pressures</i>					<i>3.674</i>	<i>4.182</i>	<i>(0.508)</i>
IN-YEAR GENERAL FUND	956.952	(956.952)	(0.000)	37.372	37.372	37.892	(0.520)
<i>Of which CV-19 pressures</i>					<i>43.079</i>	<i>42.774</i>	<i>0.305</i>
Collection Fund Losses					11.814	12.300	(0.486)
OVERALL GENERAL FUND					49.186	50.192	(1.006)
<i>Of which CV-19 pressures</i>					<i>54.893</i>	<i>55.074</i>	<i>(0.181)</i>
COVID-19 Grant (net of amount applied in 2019/20)					(26.043)		
SFC Income Compensation Full Year Estimate					(15.777)		
Assumed Tax Guarantee Scheme Compensation					(8.860)		
Transfer to COVID-19 Reserve					1.494		
Unplanned Transfer from GF Balances					0.000		
FORECAST NET GENERAL FUND					0.000		

Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 8

HOUSING REVENUE ACCOUNT(HRA)					
Service Area	Current Budget	Forecast Outturn	Over/(Under) Spend Month 8	Forecast Over/(Under) Spend Previous Month	Month to Month Change
	£m	£m	£m	£m	£m
Dwelling Rents	(156.976)	(157.371)	(0.395)	(0.500)	0.105
Tenant Service Charges	(18.421)	(18.521)	(0.100)	0.000	(0.100)
Non Dwelling Rents	(1.600)	(1.225)	0.375	0.000	0.375
Heating Charges	(2.578)	(1.188)	1.390	0.000	1.390
Leaseholder Charges	(15.173)	(14.898)	0.275	0.275	0.000
Parking Income	(2.350)	(2.175)	0.175	0.000	0.175
PFI Credits	(22.855)	(22.855)	0.000	0.000	0.000
Interest Receivable	(0.750)	(0.900)	(0.150)	0.000	(0.150)
Contribution from the General Fund	(0.816)	(0.816)	0.000	0.000	0.000
Other Income	(1.500)	(2.500)	(1.000)	0.000	(1.000)
Income	(223.019)	(222.449)	0.570	(0.225)	0.795
Repairs and Maintenance	34.190	36.190	2.000	1.270	0.730
General Management	52.313	52.313	(0.000)	0.050	(0.050)
PFI Payments	44.233	44.233	(0.000)	0.000	(0.000)
Special Services	25.346	23.846	(1.500)	0.395	(1.895)
Rents, Rates, Taxes & Other Changes	0.990	1.105	0.115	0.000	0.115
Capital Financing Costs	17.926	17.926	0.000	0.000	0.000
Depreciation (mandatory transfer to Major Repairs Reserve)	30.567	30.567	0.000	0.000	0.000
Additional transfer to Major Repairs Reserve	0.000	0.000	0.000	0.000	0.000
Bad Debt Provisions	1.250	3.300	2.050	2.500	(0.450)
Contingency	2.320	2.320	0.000	0.000	0.000
Transfer to HRA Reserves	13.885	13.885	0.000	0.000	0.000
Expenditure	223.019	225.684	2.665	4.215	(1.550)
(Surplus)/Deficit	(0.000)	3.235	3.235	3.990	(0.755)

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Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 8

Directorate/Scheme	2020/21										2021/22	2022/23	2020/21 to 2022/23	
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Reason for Variance	Expenditure to Date	2020/21 Forecast Spent to Date	Confidence in Forecast	Explanation of Forecast	Prior Month Forecast	Budget	Budget	Budget
	£m	£m	£m	£m	£m	Dropdown	£m	%	Dropdown	If % of Forecast Spent to Date - Red/Amber, please provide explanation If there is a forecast variance, please provide explanation	£m	£m	£m	£m
ENVIRONMENT AND REGENERATION														
Cemeteries	0.000	0.016	0.016	0.016	0.000		(0.021)	(131.3%)	Medium	Negative spend is an accrual that will be cleared - delays in contractor invoicing.	0.016	0.000	0.000	0.016
Bunhill Energy Centre Phase 2	1.026	1.990	3.016	3.016	0.000		0.904	30.0%	Medium		3.016	0.000	0.000	3.016
Greenspace	0.000	1.236	1.236	0.664	(0.572)	Reprofiling - Partly CV-19	0.404	60.8%	Medium	Forecast reprofiling on Whittington Park Community Centre (£0.297m) as the project is now on hold due to lack of funding. Forecast reprofiling on Highbury Fields pitches (£0.220m) as project currently not fully funded. Balance is forecast reprofiling on several smaller S106 Projects (£0.055m).	0.664	0.000	0.000	1.236
Highways	1.400	0.784	2.184	2.184	0.000		0.842	38.6%	Medium		2.184	1.400	1.400	4.984
Leisure	0.288	0.092	0.380	0.380	0.000		0.075	19.7%	Medium		0.380	0.375	0.375	1.130
Section 106/CIL Funded Schemes	5.000	(2.750)	2.250	2.250	0.000		0.003	0.1%	Medium	This is a S106 placeholder budget agreed on an annual basis and as budgets for new projects are agreed they are allocated from the £5.000m.	2.250	5.000	5.000	12.250
Council Building Renovation (Special Projects)	0.000	0.413	0.413	0.328	(0.085)	Reprofiling - Partly CV-19	0.002	0.6%	Medium	Short delay on projects relating to Waste Recycling Centre (£0.085m); on track for completion in early 21/22.	0.328	0.000	0.000	0.413
Traffic and Engineering	2.500	(0.483)	2.017	1.632	(0.385)	Reprofiling - Largely CV-19	1.541	94.4%	Medium	Forecast reprofiling on various minor works projects (£0.385m) due to Covid-19, prioritisation of People Friendly Streets (PFS) and contractor resource pressures.	1.632	2.500	2.500	7.017
People Friendly Streets (Including Traffic Enforcement)	3.000	1.986	4.986	3.050	(1.936)	Reprofiling - Partly CV-19	2.309	75.7%	Medium	Forecast reprofiling on PFS/Low Traffic Neighbourhoods (LTN) (£0.986m) due to delays on GIS spending and on delivering LTN. Forecast reprofiling on PFS/LTN for Mildmay and Highbury East (£0.950m) to be spent in 2021/22.	3.050	0.000	0.000	4.986
Vehicle Replacement	2.000	1.178	3.178	2.278	(0.900)	Reprofiling - Partly CV-19	0.321	14.1%	Medium	Forecast reprofiling following delays to orders for Fiat Transit caged tipper vans as the manufacturer had to shut down production.	2.278	1.000	2.000	6.178
Sobell Leisure Centre	0.445	0.000	0.445	0.445	0.000		0.000	0.0%	Medium		0.445	0.000	0.000	0.445
Cally Pool	0.250	0.000	0.250	0.000	(0.250)	Reprofiling - Partly CV-19	0.000	0.0%	Medium	Forecast reprofiling of £0.250m as the project is on hold pending findings of Leisure estate review.	0.000	0.000	0.000	0.250
New River Walk	0.450	0.000	0.450	0.047	(0.403)	Reprofiling - Partly CV-19	0.000	0.0%	Medium	Forecast reprofiling of £0.403m following delays as a consequence of ecological impact studies.	0.047	0.000	0.000	0.450
Playground water features	0.450	0.000	0.450	0.420	(0.030)	Reprofiling - Partly CV-19	0.115	27.4%	Medium	Contractor appointed so near full spend expected by March.	0.420	0.000	0.000	0.450
Highbury Bandstand/Highbury Fields	0.250	0.000	0.250	0.005	(0.245)	Reprofiling - Largely CV-19	0.000	0.0%	Medium	Forecast reprofiling of £0.245m following delays from Covid-19 which impacted on recruitment.	0.005	0.000	0.000	0.250
Bingfield Park (including Crumbles Castle legacy)	0.250	0.000	0.250	0.007	(0.243)	Reprofiling - Partly CV-19	0.007	100.0%	Medium	Forecast reprofiling of £0.243m following delays due to changes in overall project scope.	0.007	0.000	0.000	0.250
Wray Crescent Cricket Pavilion	0.130	0.000	0.130	0.000	(0.130)	Reprofiling - Partly CV-19	0.000	0.0%	Medium	Procurement is complete, project now programmed for 2021/22 resulting in reprofiling of £0.130m.	0.000	0.000	0.000	0.130
Tufnell Park all-weather pitch	0.300	0.000	0.300	0.000	(0.300)	Reprofiling - Partly CV-19	0.000	0.0%	Medium	Forecast reprofiling of £0.300m following delays caused by shortfall in funding and results of public engagement.	0.000	0.000	0.000	0.300
Vehicle fleet electrification	1.500	0.000	1.500	0.200	(1.300)	Reprofiling - Partly CV-19	0.000	0.0%	Medium	Forecast reprofiling of £1.300m consistent with expenditure profile agreed with GLA, Oct 2020.	0.200	0.000	0.000	1.500
CCTV upgrade	0.490	0.000	0.490	0.490	0.000		0.000	0.0%	Medium	Contractor appointed and full spend expected by March.	0.490	0.000	0.000	0.490
Finsbury Leisure Centre	0.400	0.000	0.400	0.050	(0.350)	Reprofiling - Largely CV-19	0.005	10.0%	Medium	Forecast reprofiling of £0.350m as progression of a planning application has been delayed by Covid-19 but work is expected to resume in early 2021/22.	0.050	0.000	0.000	0.400
Economic Development	0.000	0.739	0.739	0.739	0.000		0.006	0.8%	Medium		0.739	0.000	0.000	0.739
Transport Planning	0.000	0.000	0.000	0.000	0.000		0.013	0.0%	Medium		0.000	0.000	0.000	0.000
CCTV other	0.000	0.059	0.059	0.059	0.000		0.047	79.7%	Medium		0.059	0.000	0.000	0.059
Energy Services	0.000	0.000	0.000	0.000	0.000		0.040	0.0%	Medium		0.000	0.000	0.000	0.000
Total Environment and Regeneration	20.129	5.260	25.389	18.260	(7.129)		6.613	36.2%			18.260	10.275	11.275	46.939

Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 8

Directorate/Scheme	2020/21										2021/22	2022/23	2020/21 to 2022/23	
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Reason for Variance	Expenditure to Date	2020/21 Forecast Spent to Date	Confidence in Forecast	Explanation of Forecast	Prior Month Forecast	Budget	Budget	Budget
	£m	£m	£m	£m	£m	Dropdown	£m	%	Dropdown	If % of Forecast Spent to Date - Red/Amber, please provide explanation If there is a forecast variance, please provide explanation	£m	£m	£m	£m
HOUSING														
Housing Revenue Account														
Major Works and Improvements	38.438	0.000	38.438	25.600	(12.838)	Reprofiling - Largely CV-19	13.300	52.0%	High	A number of capital works paused due to Covid-19, which also contributed to a delay in the award of 3 key capital cyclical improvement programme contracts. We are now in a position to award these contracts, which will mobilise as quickly as possible in the new calendar year	25.600	54.698	56.908	150.044
New Build Programme	59.639	4.600	64.239	32.900	(31.339)	Reprofiling - Largely CV-19	9.600	29.2%	Medium	There are 5 large schemes (delivering a total of 191 units) that have a low level of spend to date (£1.5m) but are either just in contract or imminently about to have contracts signed. As such construction is due to commence shortly with an estimated spend of £11.7m by 31 March 2020. The overall forecast has been subject to a detailed scheme by scheme review exercise carried out in conjunction with new build team project managers and our Employers Agents (independent Quantity Surveyor expertise).	32.900	72.267	65.773	202.279
Jean Stokes community hub	0.250	0.000	0.250	0.000	(0.250)	Reprofiling - Largely CV-19	0.000	0.0%	High	The project architect has been appointed. Work is being undertaken on an engagement plan with public engagements from Nov 2020 - Jan 2021. The original planned submission of a planning application will be delayed. Covid 19 will also impact on delivery timelines but this will be monitored moving forward to see if any lost time can be made up.	0.250	0.000	0.000	0.250
Temporary Accommodation	23.850	3.900	27.750	27.750	0.000		12.400	44.7%	High	30 purchases to date and 37 properties where offers have been accepted.	27.750	0.000	0.000	27.750
Housing General Fund														
New Build Open Market Sales	20.169	0.000	20.169	11.300	(8.869)	Reprofiling - Largely CV-19	2.400	21.2%	Medium	There are 5 large schemes (delivering a total of 191 units) that have a low level of spend to date (£1.5m) but are either just in contract or imminently about to have contracts signed. As such construction is due to commence shortly with an estimated spend of £11.7m by 31 March 2020. The overall forecast has been subject to a detailed scheme by scheme review exercise carried out in conjunction with new build team project managers and our Employers Agents (independent Quantity Surveyor expertise).	11.300	21.135	12.728	54.032
Total Housing	142.346	8.500	150.846	97.550	(53.296)		37.700	38.6%			97.800	148.100	135.409	434.355
PEOPLE														
Central Foundation School Expansion	0.120	0.331	0.451	0.451	0.000		0.244	54.1%	High		0.451	0.000	0.000	0.451
Central Library Renovation	0.000	0.408	0.408	0.465	0.057	Overspend	0.400	86.0%	High	Project has been completed. Awaiting quantity surveyor report to finalise costs; there is potential for further overspend which will be contained within the Other Schools/Contingency budget of £86k.	0.465	0.000	0.000	0.408
Dowery Street/Primary PRU	0.000	0.027	0.027	0.027	0.000		0.006	22.2%	High		0.027	0.000	0.000	0.027
Early Years Capital	0.550	0.256	0.806	0.140	(0.666)	Reprofiling - Partly CV-19	0.032	22.9%	Medium	£0.140m scheme for New River extension has started. £0.170m Bright Start Hub works not now expected to commence this financial year due to delays in getting access to the building. This is slipped into 21/22 along with works to other Early Years sites.	0.140	0.000	0.000	0.806
Primary Schools Condition Schemes/Schools Modernisation	1.227	1.631	2.858	2.858	0.000		1.344	47.0%	Medium		2.858	0.000	0.000	2.858
Highbury Grove School Expansion	0.000	0.167	0.167	0.167	0.000		0.034	20.4%	Medium		0.167	0.000	0.000	0.167
Other Schools/Contingency	0.000	0.086	0.086	0.086	0.000		0.000	0.0%	Medium		0.086	2.988	0.000	3.074
Schools Matching Capital Programme	0.200	0.000	0.200	0.200	0.000		0.000	0.0%	Medium		0.200	0.000	0.000	0.200
Special Provision Capital Fund	0.000	0.000	0.000	0.000	0.000		0.000	0.0%	Medium		0.000	2.251	0.000	2.251

Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 8

Directorate/Scheme	2020/21										2021/22	2022/23	2020/21 to 2022/23	
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Reason for Variance	Expenditure to Date	2020/21 Forecast Spent to Date	Confidence in Forecast	Explanation of Forecast	Prior Month Forecast	Budget	Budget	Budget
	£m	£m	£m	£m	£m	Dropdown	£m	%	Dropdown	If % of Forecast Spent to Date - Red/Amber, please provide explanation If there is a forecast variance, please provide explanation	£m	£m	£m	£m
School Condition Works	0.000	0.982	0.982	0.306	(0.676)	Reprofiling - Non CV-19	0.029	9.5%	High	Forecast relates to emergency waterworks at Laycock and Pakeman schools. These are expected in Q4, with risks that extended procurement timelines due to the project value may delay the start of works. In-year, additional school condition allocation awarded (£0.676m), slipped to next year to enable time to allocate funds.	0.306	0.000	0.000	0.982
Tufnell Park School Expansion	0.750	(0.044)	0.706	0.706	0.000		0.025	3.5%	Medium	School expansion work in completion stage; currently ancillary work being undertaken on site for which costs expected to come through shortly. There will be some retention payments next year.	0.706	0.250	0.000	0.956
Adult social care commissioned services (18 Highbury Grove, 76-80 Isledon Road, 35 Ashley Road, 48 Despard Road)	0.265	0.000	0.265	0.100	(0.165)	Reprofiling - Partly CV-19	0.000	0.0%	Medium	Delays in recruitment due to Covid. Project team now in place but start date for works not yet confirmed, therefore unlikely scheme will be delivered in full in this financial year.	0.100	0.000	0.000	0.265
St Anne's residential care home, 60 Durham Road	0.200	0.000	0.200	0.100	(0.100)	Reprofiling - Partly CV-19	0.017	17.0%	Medium	Delays in recruitment due to Covid. Project team now in place but start date for works not yet confirmed, therefore unlikely scheme will be delivered in full in this financial year.	0.100	0.000	0.000	0.200
Wray Court and Orchard Close residential care homes for people with learning difficulties	0.200	0.000	0.200	0.000	(0.200)	Reprofiling - Partly CV-19	0.000	0.0%	High	Delays in recruitment due to Covid. Project team now in place but start date for works not yet confirmed, therefore unlikely scheme will be delivered this financial year.	0.000	0.000	0.000	0.200
Early Years and Children's Centres	0.833	0.000	0.833	0.250	(0.583)	Reprofiling - Non CV-19	0.000	0.0%	Low	£0.075m of works completed at Paradise Park (costs anticipated in month). There is a further plan of works in place an additional £0.175m this financial year. Remaining works will be completed next year across multiple sites.	0.250	0.000	0.000	0.833
Libraries Modernisation	0.500	0.020	0.520	0.020	(0.500)	Reprofiling - Partly CV-19	0.003	15.0%	High	£0.020m expected spend on feasibility study in year. Works due to begin at Archway and Central Library in 2021/22 - works will be delayed due to Covid which has forced some library closures.	0.020	0.000	0.000	0.520
Martin Luther King Adventure Playground	0.350	0.000	0.350	0.050	(0.300)	Reprofiling - Non CV-19	0.000	0.0%	High	£0.050m fees expected in year, with the architect and quantity surveyor in place. Scheme will take place in 21/22.	0.050	0.000	0.000	0.350
Cornwallis Adventure Playground	0.350	0.000	0.350	0.050	(0.300)	Reprofiling - Non CV-19	0.000	0.0%	High	£0.050m fees expected in year, with the architect and quantity surveyor in place. Scheme will take place in 21/22.	0.050	0.000	0.000	0.350
Hayward Adventure Playground	0.050	0.000	0.050	0.050	0.000		0.003	6.0%	Medium	Works expected on site in early 2021.	0.050	0.000	0.000	0.050
South Library	0.300	0.000	0.300	0.000	(0.300)	Reprofiling - Non CV-19	0.000	0.0%	High	Awaiting outcome of feasibility study before progressing further - delays due to listed building status.	0.000	0.000	0.000	0.300
48 Seven Sisters Road	0.000	0.400	0.400	0.400	0.000		0.000	0.0%	Medium	Currently out to tender, works expected to be completed in Q4 2020/21.	0.400	0.000	0.000	0.400
Total People	5.895	4.264	10.159	6.426	(3.733)		2.137	33.3%			6.426	5.489	0.000	15.648
RESOURCES/CORPORATE														
Laycock Street	0.000	0.300	0.300	0.300	0.000		0.000	0.0%	Low		0.000	0.000	0.000	0.300
Bridge School Campus - Cladding Replacement	2.975	(0.183)	2.792	1.815	(0.977)		0.151	8.3%	Low	Best current year estimate is 65% of the current budget	1.815	0.000	0.000	2.792
Total Resources/Corporate	2.975	0.117	3.092	2.115	(0.977)		0.151	7.1%			2.115	0.000	0.000	3.092
TOTAL CAPITAL PROGRAMME	171.345	18.141	189.486	124.351	(65.134)		46.601	37.5%			124.601	163.864	146.684	500.034

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Report of: Director of Law and Governance

Meeting of	Date	Agenda Item	Ward(s)
Policy and Performance Scrutiny Committee	28 January 2021	G1	All

Delete as appropriate	Exempt	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

Signed by



Director of Corporate Resources

Date

Received by

Head of Democratic Services

Date

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

OUTSTANDING SCRUTINY REVIEWS – UPDATED 30 November 2020

SCRUTINY REVIEWS 2018/19:						
SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Responsive Repairs	Housing Scrutiny Committee	JB 17 Sept 2019 Exec 17 Oct 2019	Oct – Dec 2019	JB 14 Jan 2020 Exec 6 Feb 2020	13 October 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	10 Sep 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 30 April 2020 Exec 18 June 2020	17 December 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	20 July 2020	Candy Holder
Universal Credit	Policy and Performance	JB 16 Jul 2019 Exec 19 Sept 2019	Sept – Nov 2019	JB 25 Feb 2020 Exec 19 Mar 2020	To be circulated by email	Robbie Rainbird

SCRUTINY REVIEWS 2019/20:						
SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Major Works	Housing Scrutiny Committee	JB 3 Nov Exec 26 Nov 2020	Feb 2021	JB 19 Jan 2021 Exec 11 Feb 2021		Christine Short
Private Rented Sector (Miri review)	Housing Scrutiny Committee	JB 3 Nov Exec 26 Nov 2020	Feb 2021			Jan Hart / Ina Van Der Palen
Adult Paid Carers	Health and Care Scrutiny Committee	TBC – Committee considering further evidence				Nikki Ralph / Jon Tomlinson
Behavioural Change	Environment and Regeneration	JB 19 Jan 2021 Exec 11 Feb 2021	May 2021			Emma Kidd / Lynn Stratton
Equality in Educational Outcomes	Children's Services	JB 21 July 2020 Exec 10 Sept 2020	Sept 2020	JB 15 Sept 2020 Exec 15 Oct 2020	September 2021	Mark Taylor / Anthony Doudle
None.	Policy and Performance	N/A	N/A	N/A	N/A	N/A

SCRUTINY REVIEWS 2020/21						
SCRUTINY REVIEW	COMMITTEE	DATE SUBMITTED DUE TO GO TO EXECUTIVE	RESPONSE TO RECOMMENDATIONS DUE (3 months after submission to Exec)	RESPONSE TO RECOMMENDATIONS SUBMITTED (?)	12 MONTH REPORT DUE TO ORIGINAL REVIEW COMMITTEE	LEAD OFFICER
Preparing for the end of PFI2 in 2022	Housing Scrutiny Committee	Date TBC - Spring 2021	TBC	TBC	TBC	TBC
Communal Heating mini-review	Housing Scrutiny Committee	Date TBC - Spring 2021	TBC	TBC	TBC	TBC
Health Inequalities – TO START APRIL 2021	Health and Care Scrutiny Committee	TBC	TBC	TBC	TBC	TBC
Overview of the Council's 2030 Net Zero Carbon Programme	Environment and Regeneration	Date TBC - Spring 2021	TBC	TBC	TBC	TBC
Covid-19 Recovery	Children's Services	Date TBC - Spring 2021	TBC	TBC	TBC	TBC
	Policy and Performance	Date TBC - Spring 2021	TBC	TBC	TBC	TBC

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FORWARD PLAN OF KEY DECISIONS



ISLINGTON

KEY DECISIONS TO BE CONSIDERED BY THE EXECUTIVE/COMMITTEES/OFFICERS FOR THE PERIOD TO THE EXECUTIVE MEETING ON 11 FEBRUARY 2021 AND BEYOND

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**Linzi Roberts-Egan
Chief Executive
Islington Council
Town Hall
Upper Street
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Democratic Services
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Website: <http://democracy.islington.gov.uk/>

Published on 4 January 2021

FORWARD PLAN OF KEY DECISIONS

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

FOR THE PERIOD TO THE EXECUTIVE MEETING ON 11 FEBRUARY 2021 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.

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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.

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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 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.	Extension to highways maintenance contract (1 year extension)	All Wards	Corporate Director Environment and Regeneration	15 January 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend Keith.townsend@islington.gov.uk
2.	Contract award for construction of 11 supported living units and associated improvements on Windsor Street site	St Peter's	Corporate Director of Housing	19 January 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
3.	Procurement strategy for specialist adaptations including installations and repairs for disabled residents	All Wards	Executive	21 January 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
4.	Budget proposals 2021-22	All	Executive	21 January 2021	None	Open	David Hodgkinson David.hodgkinson@islington.gov.uk Councillor Satnam Gill OBE Executive Member for Finance and Performance satnam.gill@islington.gov.uk

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 for mental health accommodation pathway services	All Wards	Executive	21 January 2021	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Nurullah Turan, Executive Member for Health and Social Care nurullah.turan@islington.gov.uk
6. Page 164	Procurement strategy for the Parking pay by phone contract 2021	All Wards	Executive	21 January 2021	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment and Transport rowena.champion@islington.gov.uk
7.	Contract award for electrical testing, servicing and remedial works	All Wards	Corporate Director of Housing	27 January 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk

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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 the construction of 42 new build homes and improvements to Hathersage Court and Besant Court	Mildmay	Corporate Director of Housing	27 January 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
9.	Contract award for CCTV	All Wards	Corporate Director Environment and Regeneration	2 February 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Keith Townsend Keith.townsend@islington.gov.uk
10.	School admission arrangements 2022/23	All	Executive	11 February 2021	None	Open	Carmel Littleton carmel.littleton@islington.gov.uk Councillor Kaya Comer-Schwartz, Executive Member for Children, Young People and Families kaya.comerschwartz@islington.gov.uk

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.	Budget proposals 2021/22	All	Executive	11 February 2021	None	Open	David Hodgkinson David.hodgkinson@islington.gov.uk Councillor Satnam Gill OBE, Executive Member for Finance and Performance satnam.gill@islington.gov.uk
12	Contract award for refurbishment works to 173 Highbury Quadrant to produce 3 units of highly energy efficient housing with a "fabric first approach" and for the construction of a new build 3 bedroom house	Highbury East	Corporate Director of Housing	9 March 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk
13.	Appropriation of land on Windsor Street for planning purposes	St Peter's	Executive	18 March 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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.	Leisure Strategy	All	Executive	18 March 2021	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Nurullah Turan, Executive Member for Health and Social Care nurullah.turan@islington.gov.uk
15.	Triangle Estate - appropriation of land	Bunhill	Executive	18 March 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk
16.	Purchase of Andover Medical Centre site	Finsbury Park	Executive	18 March 2021	None	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Maxine Holdsworth maxine.holdsworth@islington.gov.uk Councillor Diarmaid Ward, Executive Member for Housing & Development diarmaid.ward@islington.gov.uk

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.	Cally Community Plan	Caledonian	Executive	29 April 2021	None	Open	Stephen Biggs stephen.biggs@islington.gov.uk Councillor Richard Watts, Leader of the Council richard.watts@islington.gov.uk
18.	Waste reduction and recycling plan update	All Wards	Executive	1 July 2021	None	Open	Keith Townsend Keith.townsend@islington.gov.uk Councillor Rowena Champion, Executive Member for Environment and Transport rowena.champion@islington.gov.uk

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Membership of the Executive

<u>Councillors:</u>	<u>Portfolio</u>
Richard Watts	Leader
Rowena Champion	Environment and Transport
Kaya Comer-Schwartz	Children, Young People and Families
Satnam Gill OBE	Finance and Performance

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)
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Sue Lukes	Community Safety
Una O'Halloran	Community Development
Asima Shaikh	Inclusive economy and jobs
Nurullah Turan	Health and Social Care
Diarmaid Ward	Housing and Development

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.

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POLICY AND PERFORMANCE SCRUTINY COMMITTEE WORK PROGRAMME 2020/21**MEETING ON 2 JULY 2020 (STATUTORY DESPATCH DATE – 24 JUNE)**

1. COVID 19 – Update*
2. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
3. Revenue Outturn 2019/20
4. Executive Member Community Development Presentation – Written report – Written questions from Members
5. Leader – Presentation of Executive Priorities – 2020/21 – Written report – Written questions from Members
6. Use of Agency staff/Interims
7. Call ins (if any)

*COVID 19 Reports to include updates on unemployment, sickness, financial and UC implications when appropriate

IF ANY ITEMS NOT ABLE TO BE DEALT WITH ON 2 JULY CAN BE DEFERRED TO 30 JULY

MEETING ON 30 JULY 2020 (STATUTORY DESPATCH DATE – 22 JULY)

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
3. Financial Monitoring/Budget position
4. Scrutiny Topics – Approval Review Committees topic
5. Call-ins (if any)

MEETING ON 17 SEPTEMBER 2020 (STATUTORY DESPATCH DATE – 9 SEPTEMBER)

1. COVID 19 – Update - Staffing
2. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
3. Budget Monitoring Report
4. Universal Credit/UC Board feedback
5. 2019/20 Corporate Performance Report
6. Thames Water update
7. Well run Council performance statistics
8. Call-ins (if any)

MEETING ON 22 OCTOBER 2020 (STATUTORY DESPATCH DATE – 14 OCTOBER)

1. COVID 19 – Update
2. Membership/Terms of Reference etc.
3. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
4. Budget Monitoring Report
5. Annual Crime and Disorder report
6. Call-ins (if any)
7. Work Programme 2020/21

MEETING ON 3 DECEMBER 2020 (STATUTORY DESPATCH DATE – 25 NOVEMBER)

1. COVID 19 – Update/Employment/Local Economy
2. Use of Agency staff/interims/consultants
3. Council sickness
4. Financial Monitoring
5. Monitoring Report/Work Programme/Forward Plan/Scrutiny updates
6. Call-ins (if any)

MEETING ON 28 JANUARY 2021 (STATUTORY DESPATCH DATE – 20 JANUARY)

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
3. Budget Monitoring Report Month 8
4. Budget Setting 2021/22
5. Performance update – Quarters 2 Well run Council/Crime Statistics
6. Call-ins (if any)

MEETING ON 1 MARCH 2021 (STATUTORY DESPATCH – 18 FEBRUARY)

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
3. Budget Monitoring Report
4. Presentation by Executive Member – Finance and Performance
5. Performance management presentation – Julie Foy
6. iCo Update
7. BAME presentation – Michelline?
8. Call-ins (if any)

MEETING ON 25 MARCH 2021 (STATUTORY DESPATCH DATE – 17 MARCH)

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme)
3. Budget Monitoring Report

4. Presentation by Executive Member – Community Development
5. Scrutiny Review – witness evidence (if appropriate)
6. Use of Agency Staff / interims /consultants
7. Council sickness
8. Council Performance Report Quarter 3 – Well-run Council
9. Gender Pay Gap
10. Call-ins (if any)

MEETING ON 6 MAY 2021 (STATUTORY DESPATCH DATE – 28 APRIL)

1. COVID 19 – Update
2. Monitoring item (Council Forward Plan / Scrutiny updates/Work Programme
3. Budget Monitoring Report
4. Presentation of EM Community Safety/Crime statistics
5. Scrutiny Draft recommendations(if appropriate)
6. Call-ins (if any)

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