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## AGENDA FOR THE EXECUTIVE

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Members of the Executive are summoned to attend a meeting to be held via Zoom on **21 January 2021 at 7.00 pm.**

Link to the meeting: <https://weareislington.zoom.us/j/99463449958>

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Despatched : 13 January 2021

### **Membership**

Councillor Richard Watts  
Councillor Rowena Champion  
Councillor Kaya Comer-Schwartz  
Councillor Satnam Gill OBE  
Councillor Sue Lukes  
Councillor Una O'Halloran  
Councillor Asima Shaikh  
Councillor Nurullah Turan  
Councillor Diarmaid Ward

### **Portfolio**

Leader of the Council  
Executive Member for Environment and Transport  
Executive Member for Children, Young People and Families  
Executive Member for Finance and Performance  
Executive Member for Community Safety  
Executive Member for Community Development  
Executive Member for Inclusive Economy and Jobs  
Executive Member for Health and Social Care  
Executive Member for Housing and Development

**Quorum is 4 Councillors**



## Declarations of interest:

If a member of the Executive has a **Disclosable Pecuniary Interest\*** in an item of business and it is not yet on the council's register, the Councillor **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent. Councillors may also **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, the Councillor **must** leave the room without participating in discussion of the item.

If a member of the Executive has a **personal** interest in an item of business they **must** declare both the existence and details of it at the start of the meeting or when it becomes apparent but may remain in the room, participate in the discussion and/or vote on the item if they have a dispensation from the Chief Executive.

- \*(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 expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one 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 the Councillor or their 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.

**NOTE:** Public questions may be asked on condition that the Chair agrees and that the questions relate to items on the agenda. No prior notice is required. Questions will be taken with the relevant item.

Requests for deputations must be made in writing at least two clear days before the meeting and are subject to the Leader's agreement. The matter on which the deputation wants to address the Executive must be on the agenda for that meeting.

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**F. Other Matters**

**G. Urgent non-exempt matters**

Any non-exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

**H. Exclusion of the press and public**

To consider whether to exclude the press and public during discussion of the remaining items on the agenda, in view of their confidential nature, in accordance with Schedule 12A of the Local Government Act 1972.

**I. Confidential / exempt items for decision**

**J. Confidential / exempt items for information**

**K. Urgent exempt Matters**

Any exempt items which the Chair agrees should be considered urgently by reason of special circumstances. The reasons for urgency will be agreed by the Chair and recorded in the minutes.

The next meeting of the Executive will be on 11 February 2021

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London Borough of Islington

## **Executive - 26 November 2020**

Minutes of the virtual meeting of the Executive held via Zoom on 26 November 2020 at 7.00 pm.

**Present:**                    **Councillors:** Watts, Champion, Comer-Schwartz, Gill, Lukes, O'Halloran, Turan and Ward

**Also Present:**           **Councillors:** O'Sullivan

### **Councillor Richard Watts in the Chair**

#### **761        APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Shaikh.

#### **762        DECLARATIONS OF INTEREST**

None.

#### **763        MINUTES OF PREVIOUS MEETING**

##### **RESOLVED:**

That the minutes of the previous meeting held on 15 October 2020 be agreed as a correct record and the Chair be authorised to sign them.

#### **764        FINANCIAL POSITION AS AT 30 SEPTEMBER 2020**

##### **RESOLVED:**

- i.        That the breakdown of the forecast General Fund outturn by individual variance at Appendix 1 to the report and by service area at Appendix 2 to the report, be noted.
- ii.       It be noted that, after the application of COVID-19 general government grant funding, there is a forecast net General Fund overspend of (+£19.662m) in 2020/21 (Section 3 and Table 1 of the report).
- iii.      It be noted that the council is facing total COVID-19 related budget pressures of approximately £58m and, after government grant received to date, a net gap of approximately £40m (including HRA and potential

council tax and business rates income losses) (Paragraph 3.2 of the report).

- iv. That Corporate Directors may progress schemes to fully allocate the Local Authority Test and Trace government grant (£2.431m) to mitigate against and manage local outbreaks of COVID-19 (paragraph 4.26 of the report) be agreed.
- v. That the proposed current year allocations from earmarked reserves be agreed, and authority be delegated to the Section 151 Officer to finance some or all the expenditure against these allocations from the in-year revenue budget if there is scope to do so at the end of the financial year (Paragraph 4.40 and Appendix 3 of the report).
- vi. That the forecast in-year HRA deficit of (+£3.990m) (Section 5 and Appendix 2 of the report) be noted.
- vii. That the latest capital programme forecast be noted, and an additional capital budget of £0.300m for the council's property at Laycock Street be agreed (Section 6, Paragraph 6.4, Table 3 and Appendix 4 of the report).

Reasons for decision – in order to ensure the financial resilience of the council

Other options considered – none

Conflicts of interest / dispensations granted – none

**765**      **SCRUTINY REVIEW OF MAJOR CAPITAL WORKS - REPORT OF HOUSING SCRUTINY COMMITTEE**

Councillor O'Sullivan introduced the report of the Housing Scrutiny Committee.

The Executive thanked the Housing Scrutiny Committee for their report.

**RESOLVED:**

- i. That the report of the Housing Scrutiny Committee be received.
- ii. That the Executive Member's response be reported to a future meeting of the Executive, including having due regard to any relevant implications of the Housing Scrutiny Committee's recommendations.

Reasons for decision – to receive the report of the Housing Scrutiny Committee.

Other options considered – none

Conflicts of interest / dispensations granted – none

766 **MINI SCRUTINY REVIEW OF PRIVATE RENTED SECTOR HOUSING -  
REPORT OF HOUSING SCRUTINY COMMITTEE**

Councillor O’Sullivan introduced the report of the Housing Scrutiny Committee.

The Executive thanked the Housing Scrutiny Committee for their report.

**RESOLVED:**

- i. That the report of the Housing Scrutiny Committee be received.
- ii. That the Executive Member’s response be reported to a future meeting of the Executive, including having due regard to any relevant implications of the Housing Scrutiny Committee’s recommendations.

Reasons for decision – to receive the report of the Housing Scrutiny Committee.

Other options considered – none

Conflicts of interest / dispensations granted – none

767 **PURCHASE OF PROPERTY AT STACEY STREET TO PROVIDE  
SUPPORTED ACCOMMODATION TO ROUGH SLEEPERS**

**RESOLVED:**

That the purchase at Stacey Street, with the funding received from the Greater London Authority, be approved; and the procurement of a service provider to run a specialist supported accommodation service for people experiencing rough sleeping be agreed.

Reasons for decision – to create a route away from the streets for those experiencing rough sleeping.

Other options considered – as specified in the report, other service options were considered for Stacey Street including provision for learning disability, older people’s residential and semi-independent homes for care leavers but the proposed use for Rough Sleepers is considered to be the best combination aligned to building suitability, service need and subsidy.

Conflicts of interest / dispensations granted – none

768 **YOUTH SAFETY STRATEGY**

**RESOLVED:**

That the proposed strategy for Youth Safety be approved as outlined in the report.

Reasons for decision – to provide a clear course of action in relation to Youth Safety for the next five years and to set out a framework for quantitative and qualitative monitoring of outcomes

Other options considered – none

Conflicts of interest / dispensations granted – none

**769 APPROVAL OF THE NET ZERO CARBON STRATEGY**

Councillor Champion proposed an additional recommendation to clarify that, where appropriate, schemes will be subject to public consultation, with the outcome of that consultation being conscientiously taken into account when deciding whether to proceed with the scheme.

**RESOLVED:**

- i. That the results of the consultation on the draft Net Zero Carbon Strategy, as detailed in Appendix 1 to the report, be noted.
- ii. That it be noted that additional capital investment and revenue funding will be required to deliver the net zero carbon strategy and that the detailed financial implications will be included into the council's budget approval process.
- iii. That the governance arrangements for the delivery the Net Zero Carbon Programme be approved, including the creation of a 'Net Zero Carbon Executive Board' incorporating the Affordable Energy Board, as set out in Appendix 2 to the report.
- iv. That it be noted that officers will develop detailed proposals for borough partner and 'anchor institution' engagement as part of the Fairer Together Partnership including the connection with the Islington Sustainable Energy Partnership (ISEP).
- v. That it be noted that the Environment & Regeneration Scrutiny Committee will have a role in the governance of the Net Zero Carbon Strategy.
- vi. That officers taking an active role in supporting pan-London work as part of London Councils' Climate Change Programme be approved.
- vii. That it be noted that further work is underway to develop the scope and detail in relation to resident engagement, including a net zero carbon themed Citizen's Assembly.
- viii. That the adoption of the Net Zero Carbon Strategy and Action Plan, at Appendix 3 to the report, be agreed.

- ix. That it be noted that, where appropriate, schemes will be subject to public consultation, with the outcome of that consultation being conscientiously taken into account when deciding whether to proceed with the scheme.

Reasons for decision – to agree a strategy with the ambition of becoming a net zero carbon emission borough by 2030.

Other options considered – none

Conflicts of interest / dispensations granted – none

## 770 **ISLINGTON'S TRANSPORT STRATEGY ADOPTION**

Councillor Champion proposed an additional recommendation to clarify that, where appropriate, schemes will be subject to public consultation, with the outcome of that consultation being conscientiously taken into account when deciding whether to proceed with the scheme.

### **RESOLVED:**

- i. That the Islington Transport Strategy 2020 – 2041 be adopted, as set out at Appendix 1 of the report.
- ii. That the Corporate Director of Environment and Regeneration, in consultation with the Executive Member for Environment and Transport, be authorised to make minor changes to the Islington Transport Strategy 2020 – 2041 prior to its publication.
- iii. That it be noted that, where appropriate, schemes will be subject to public consultation, with the outcome of that consultation being conscientiously taken into account when deciding whether to proceed with the scheme.

Reasons for decision – to support the delivery of the Council's ambitions to build a Fairer Islington; make the borough a healthier place to live; achieve net zero carbon emissions by 2030; support sustainable development and deliver a fairer local economy.

Other options considered – none

Conflicts of interest / dispensations granted – none

771 **PROCUREMENT STRATEGY AND CONTRACT AWARD FOR SECURITY, STATIC GUARDING AND KEY HOLDING SERVICES FOR PUBLIC BUILDINGS**

**RESOLVED:**

- i. That the procurement strategy and contract award for Security, Static Guarding and Key Holding Services for Public Buildings to the value of £7million to MITIE Security Limited for a period of 5 years commencing on 1 March 2021, with the option for the council to extend for 2 years, be approved.
- ii. That the importance to maintain council-wide security, static guarding and key holding services for Islington's public buildings for staff and residents be noted.
- iii. That the social value outcomes that formed part of the procurement strategy and tender evaluation be noted.

Reasons for decision – to support the continued delivery of front of house security for the Council's public buildings, key holding service if an alarm activates out-of-hours, and event security.

Other options considered – as specified in the report, insourcing was considered, however it was concluded that this would not represent best value.

Conflicts of interest / dispensations granted – none

772 **PURCHASE OF PROPERTY AT STACEY STREET TO PROVIDE SUPPORTED ACCOMMODATION TO ROUGH SLEEPERS - EXEMPT APPENDIX**

Noted.

MEETING CLOSED AT 7.45 pm

**Report of: Executive Member for Finance and Performance**

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 (30<sup>th</sup> 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**

	<b>CV-19 Related</b>	<b>Non CV- 19 Related</b>	<b>Month 8 Total</b>	<b>Month 7 Total</b>	<b>Monthly Movement</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b><u>GENERAL FUND</u></b>					
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
<b>DIRECTORATE</b>	<b>39.405</b>	<b>(6.229)</b>	<b>33.177</b>	<b>32.438</b>	<b>0.738</b>
Corporate Items	3.674	0.522	4.196	5.454	(1.258)
<b>IN-YEAR GENERAL FUND</b>	<b>43.079</b>	<b>(5.707)</b>	<b>37.373</b>	<b>37.892</b>	<b>(0.520)</b>
Collection Fund Losses	11.814	0.000	11.814	12.300	(0.486)
<b>OVERALL GENERAL FUND</b>	<b>54.893</b>	<b>(5.707)</b>	<b>49.187</b>	<b>50.192</b>	<b>(1.006)</b>
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		
<b>FORECAST NET USE OF GENERAL BALANCES TO FUND OVERSPEND</b>			<b>0.000</b>		
<b><u>HRA</u></b>					
<b>In-year (Surplus)/Deficit</b>	<b>3.815</b>	<b>(0.580)</b>	<b>3.235</b>	<b>3.235</b>	<b>(0.000)</b>

#### **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**

<b>Directorate</b>	<b>2020/21 Budget £m</b>	<b>Month 8 Spend to Date £m</b>	<b>2020/21 Forecast Outturn £m</b>	<b>Forecast Variance / Slippage £m</b>
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
<b>Total</b>	<b>189.486</b>	<b>46.601</b>	<b>124.351</b>	<b>65.135</b>

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
<b>CHIEF EXECUTIVE'S DIRECTORATE</b>			
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
<b>Total Chief Executive's</b>			<b>0.319</b>
<i>Of which CV-19 pressures</i>			<i>0.510</i>
<b>ENVIRONMENT AND REGENERATION (E&amp;R)</b>			
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)
<b>Total E&amp;R</b>			<b>16.314</b>
<i>Of which CV-19 pressures</i>			<i>20.420</i>
<b>HOUSING</b>			
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)
<b>Total Housing</b>			<b>0.000</b>
<i>Of which CV-19 pressures</i>			<i>0.085</i>
<b>CHILDREN, EMPLOYMENT AND SKILLS (CES)</b>			
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
<b>Total CES</b>			<b>7.396</b>
<i>Of which CV-19 pressures</i>			<i>7.118</i>
<b>ADULT SOCIAL SERVICES</b>			
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
<b>Total Adult Social Services</b>			<b>5.103</b>
<i>Of which CV-19 pressures</i>			<i>5.185</i>
<b>Total People</b>			<b>12.499</b>
<i>Of which CV-19 pressures</i>			<i>12.303</i>
<b>PUBLIC HEALTH</b>			
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
<b>Total Public Health</b>			<b>(1.430)</b>
<i>Of which CV-19 pressures</i>			<i>0.393</i>
<b>RESOURCES DIRECTORATE</b>			
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)
<b>Total Resources</b>			<b>5.475</b>
<i>Of which CV-19 pressures</i>			<i>5.694</i>
<b>Directorates Total</b>			<b>33.177</b>
<i>Of which CV-19 pressures</i>			<i>39.405</i>
<b>CORPORATE</b>			
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
<b>Total Corporate Items</b>			<b>4.196</b>
<i>Of which CV-19 pressures</i>			<i>3.674</i>
<b>IN-YEAR GENERAL FUND</b>			<b>37.373</b>
<i>Of which CV-19 pressures</i>			<i>43.079</i>
<b>COVID-19 Collection Fund Losses</b>			<b>11.814</b>
<b>OVERALL GENERAL FUND</b>			<b>49.187</b>
<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
<b>FORECAST NET GENERAL FUND</b>			<b>0.000</b>

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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
<b>CHIEF EXECUTIVE'S DIRECTORATE</b>							
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
<b>Total Chief Executive's</b>	<b>6.865</b>	<b>(4.853)</b>	<b>2.012</b>	<b>2.330</b>	<b>0.319</b>	<b>0.339</b>	<b>(0.020)</b>
<i>Of which CV-19 pressures</i>					<i>0.510</i>	<i>0.510</i>	<i>0.000</i>
<b>ENVIRONMENT AND REGENERATION (E&amp;R)</b>							
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
<b>Total E&amp;R</b>	<b>110.005</b>	<b>(94.433)</b>	<b>15.572</b>	<b>31.886</b>	<b>16.314</b>	<b>16.132</b>	<b>0.182</b>
<i>Of which CV-19 pressures</i>					<i>20.420</i>	<i>20.310</i>	<i>0.110</i>
<b>HOUSING</b>							
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
<b>Total Housing</b>	<b>22.755</b>	<b>(13.067)</b>	<b>9.688</b>	<b>9.688</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>
<i>Of which CV-19 pressures</i>					<i>0.085</i>	<i>0.152</i>	<i>(0.067)</i>
<b>CHILDREN, EMPLOYMENT AND SKILLS (CES)</b>							
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
<b>Total CES</b>	<b>318.037</b>	<b>(234.152)</b>	<b>83.885</b>	<b>91.281</b>	<b>7.396</b>	<b>7.634</b>	<b>(0.238)</b>
<i>Of which CV-19 pressures</i>					<i>7.118</i>	<i>7.553</i>	<i>(0.435)</i>
<b>ADULT SOCIAL SERVICES</b>							
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
<b>Total Adult Social Services</b>	<b>138.310</b>	<b>(72.841)</b>	<b>65.469</b>	<b>70.572</b>	<b>5.103</b>	<b>4.574</b>	<b>0.529</b>
<i>Of which CV-19 pressures</i>					<i>5.185</i>	<i>4.617</i>	<i>0.568</i>
<b>Total People</b>	<b>456.347</b>	<b>(306.993)</b>	<b>149.354</b>	<b>161.853</b>	<b>12.499</b>	<b>12.208</b>	<b>0.291</b>
<i>Of which CV-19 pressures</i>					<i>12.303</i>	<i>12.170</i>	<i>0.133</i>
<b>PUBLIC HEALTH</b>							
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
<b>Total Public Health</b>	<b>29.841</b>	<b>(29.841)</b>	<b>(0.000)</b>	<b>(1.430)</b>	<b>(1.430)</b>	<b>(1.298)</b>	<b>(0.132)</b>
<i>Of which CV-19 pressures</i>					<i>0.393</i>	<i>0.393</i>	<i>0.000</i>
<b>RESOURCES</b>							
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
<b>Total Resources</b>	<b>274.293</b>	<b>(233.650)</b>	<b>40.643</b>	<b>46.118</b>	<b>5.475</b>	<b>5.057</b>	<b>0.418</b>
<i>Of which CV-19 pressures</i>					<i>5.694</i>	<i>5.057</i>	<i>0.637</i>
<b>Directorates Total (excluding CV-19)</b>	<b>900.106</b>	<b>(682.837)</b>	<b>217.269</b>	<b>250.445</b>	<b>33.176</b>	<b>32.438</b>	<b>0.738</b>
<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
<b>CORPORATE</b>							
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
<b>Total Corporate Items</b>	<b>56.846</b>	<b>(274.115)</b>	<b>(217.269)</b>	<b>(213.073)</b>	<b>4.196</b>	<b>5.454</b>	<b>(1.258)</b>
<i>Of which CV-19 pressures</i>					<i>3.674</i>	<i>4.182</i>	<i>(0.508)</i>
<b>IN-YEAR GENERAL FUND</b>	<b>956.952</b>	<b>(956.952)</b>	<b>(0.000)</b>	<b>37.372</b>	<b>37.372</b>	<b>37.892</b>	<b>(0.520)</b>
<i>Of which CV-19 pressures</i>					<i>43.079</i>	<i>42.774</i>	<i>0.305</i>
<b>Collection Fund Losses</b>					<b>11.814</b>	<b>12.300</b>	<b>(0.486)</b>
<b>OVERALL GENERAL FUND</b>					<b>49.186</b>	<b>50.192</b>	<b>(1.006)</b>
<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		
<b>FORECAST NET GENERAL FUND</b>					<b>0.000</b>		

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

<b>HOUSING REVENUE ACCOUNT(HRA)</b>					
<b>Service Area</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Over/(Under) Spend Month 8</b>	<b>Forecast Over/(Under) Spend Previous Month</b>	<b>Month to Month Change</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
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)
<b>Income</b>	<b>(223.019)</b>	<b>(222.449)</b>	<b>0.570</b>	<b>(0.225)</b>	<b>0.795</b>
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
<b>Expenditure</b>	<b>223.019</b>	<b>225.684</b>	<b>2.665</b>	<b>4.215</b>	<b>(1.550)</b>
<b>(Surplus)/Deficit</b>	<b>(0.000)</b>	<b>3.235</b>	<b>3.235</b>	<b>3.990</b>	<b>(0.755)</b>

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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
<b>ENVIRONMENT AND REGENERATION</b>														
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
<b>Total Environment and Regeneration</b>	<b>20.129</b>	<b>5.260</b>	<b>25.389</b>	<b>18.260</b>	<b>(7.129)</b>		<b>6.613</b>	<b>36.2%</b>			<b>18.260</b>	<b>10.275</b>	<b>11.275</b>	<b>46.939</b>

**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
<b>HOUSING</b>														
<b>Housing Revenue Account</b>														
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
<b>Housing General Fund</b>														
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
<b>Total Housing</b>	<b>142.346</b>	<b>8.500</b>	<b>150.846</b>	<b>97.550</b>	<b>(53.296)</b>		<b>37.700</b>	<b>38.6%</b>			<b>97.800</b>	<b>148.100</b>	<b>135.409</b>	<b>434.355</b>
<b>PEOPLE</b>														
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
<b>Total People</b>	<b>5.895</b>	<b>4.264</b>	<b>10.159</b>	<b>6.426</b>	<b>(3.733)</b>		<b>2.137</b>	<b>33.3%</b>			<b>6.426</b>	<b>5.489</b>	<b>0.000</b>	<b>15.648</b>
<b>RESOURCES/CORPORATE</b>														
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
<b>Total Resources/Corporate</b>	<b>2.975</b>	<b>0.117</b>	<b>3.092</b>	<b>2.115</b>	<b>(0.977)</b>		<b>0.151</b>	<b>7.1%</b>			<b>2.115</b>	<b>0.000</b>	<b>0.000</b>	<b>3.092</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>171.345</b>	<b>18.141</b>	<b>189.486</b>	<b>124.351</b>	<b>(65.134)</b>		<b>46.601</b>	<b>37.5%</b>			<b>124.601</b>	<b>163.864</b>	<b>146.684</b>	<b>500.034</b>

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**Report of: Executive Member for Finance and Performance**

<b>Meeting of</b>	<b>Date</b>	<b>Ward(s)</b>
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**

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

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**

	<b>2021/22 Net Budget £m</b>
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
<b>Net Services</b>	<b>205.739</b>
Corporate Items	6.791
<b>Net Operating Budget</b>	<b>212.530</b>
Contingency	5.000
COVID-19 Contingency	5.500
Transfer to Earmarked Reserves	8.606
Corporate Specific Grants	(7.540)
<b>Net Budget Requirement</b>	<b>224.096</b>
Settlement Funding Assessment	(109.848)
Business Rates Growth/Section 31 Grant	(14.999)
<b>Council Tax Requirement</b>	<b>99.249</b>

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**

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

- 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**

	<b>2021/22 Budget £m</b>	<b>2021/22 Estimate £m</b>	<b>Increase/ (Decrease) £m</b>
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
<b>Total</b>	<b>20.072</b>	<b>18.663</b>	<b>(1.409)</b>

- 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)**

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

- 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**

	<b>New £m</b>	<b>Previously Agreed £m</b>	<b>Total £m</b>
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
<b>Total</b>	<b>14.086</b>	<b>11.198</b>	<b>25.284</b>

- 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**

	<b>31.3.20 Actual</b>	<b>31.3.21</b>	<b>31.3.22</b>	<b>31.3.23</b>	<b>31.3.24</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Earmarked</b>					
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
<b>Total Excluding COVID-19</b>	<b>72.575</b>	<b>76.405</b>	<b>81.458</b>	<b>80.502</b>	<b>79.523</b>
COVID-19	7.684	0.000	0.000	0.000	0.000
<b>Total Including COVID-19</b>	<b>80.259</b>	<b>76.405</b>	<b>81.458</b>	<b>80.502</b>	<b>79.523</b>
<b>GF Balances</b>					
Non Schools	16.664	17.098	17.686	17.686	17.686
Schools	11.208	11.208	11.208	11.208	11.208
<b>Total GF Balances</b>	<b>27.872</b>	<b>28.306</b>	<b>28.894</b>	<b>28.894</b>	<b>28.894</b>

- 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**

	<b>£m</b>
<b><u>Expenditure</u></b>	
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
<b>Total Expenditure Increase</b>	<b>3.7</b>
<b><u>Income</u></b>	
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
<b>Total Income Increase</b>	<b>3.7</b>

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

- 4.4 The Welfare Reform and Work Act 2016 required local authorities to reduce the rents, in respect of all properties (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	<b>437.985</b>	956.988	<b>1,394.973</b>
Jobs & Opportunity	9.006	1.400	1.400	<b>11.806</b>	11.300	<b>23.106</b>
A Safer Borough for All	1.500	1.700	0.200	<b>3.400</b>	1.400	<b>4.800</b>
Greener & Cleaner Islington	24.584	12.467	11.292	<b>48.343</b>	71.450	<b>119.793</b>
Enhancing Community Assets	13.650	9.376	14.640	<b>37.666</b>	68.955	<b>106.621</b>
<b>Total Capital Programme</b>	<b>186.789</b>	<b>190.335</b>	<b>162.076</b>	<b>539.200</b>	<b>1,110.093</b>	<b>1,649.293</b>

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**

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

- 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 MTF, 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)

**Report Authors:** Martin Houston, Strategic Financial Advisor  
Tony Watts, Head of Financial Planning

**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
<b>NET COST OF SERVICES</b>	<b>216.384</b>	<b>1.188</b>	<b>4.499</b>	<b>0.517</b>	<b>(16.849)</b>	<b>205.739</b>	<b>0.000</b>	<b>0.714</b>	<b>(7.145)</b>	<b>199.308</b>	<b>0.000</b>	<b>(0.100)</b>	<b>(2.367)</b>	<b>196.841</b>
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
<b>NET OPERATING EXPENDITURE</b>	<b>218.747</b>	<b>1.056</b>	<b>8.398</b>	<b>9.613</b>	<b>(25.284)</b>	<b>212.530</b>	<b>17.212</b>	<b>3.786</b>	<b>(19.801)</b>	<b>213.727</b>	<b>16.194</b>	<b>7.322</b>	<b>(24.977)</b>	<b>212.266</b>
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)
<b>NET BUDGET REQUIREMENT</b>	<b>228.304</b>	<b>0.000</b>	<b>8.398</b>	<b>12.678</b>	<b>(25.284)</b>	<b>224.096</b>	<b>17.212</b>	<b>4.092</b>	<b>(19.801)</b>	<b>225.599</b>	<b>16.194</b>	<b>7.971</b>	<b>(24.977)</b>	<b>224.787</b>
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)
<b>SETTLEMENT FUNDING ASSESSMENT</b>	<b>(109.713)</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.135)</b>	<b>0.000</b>	<b>(109.848)</b>	<b>0.000</b>	<b>4.000</b>	<b>0.000</b>	<b>(105.848)</b>	<b>0.000</b>	<b>4.000</b>	<b>0.000</b>	<b>(101.848)</b>
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
<b>COUNCIL TAX REQUIREMENT</b>	<b>98.769</b>	<b>0.000</b>	<b>8.398</b>	<b>17.366</b>	<b>(25.284)</b>	<b>99.249</b>	<b>17.212</b>	<b>9.284</b>	<b>(19.801)</b>	<b>105.944</b>	<b>16.194</b>	<b>11.971</b>	<b>(24.977)</b>	<b>109.132</b>

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## **Appendix B1 - New Savings Proposals**

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

## **Appendix B1 - New Savings Proposals**

<b>Number</b>	<b>Directorate</b>	<b>Summary Description</b>	<b>Savings Type</b>	<b>2021/22 £m</b>
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
		<b>Total</b>		<b>14.086</b>

## **Appendix B2: Previously Agreed Savings Proposals**

<b>#</b>	<b>Directorate</b>	<b>Summary Description</b>	<b>Savings Type</b>	<b>2021/22 £m</b>
<b>1</b>	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
<b>2</b>	Chief Executive's	Additional commercial income for print services	Income	0.075
<b>3</b>	Cross-cutting	Corporate review of contracting and procurement arrangements	Efficiency	0.900
<b>4</b>	Cross-cutting	Consolidating and streamlining business administration functions	Efficiency	0.500
<b>5</b>	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
<b>6</b>	Cross-cutting	Redesigning our customer service offer, including additional channel shift	Efficiency	0.300
<b>7</b>	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
<b>8</b>	Environment and Regeneration	Efficiencies in SES following investment in new technology	Efficiency	0.467
<b>9</b>	Environment and Regeneration	Income generation from roll out of School Streets phase 2	Income	0.375
<b>10</b>	Environment and Regeneration	SES - Annual charge for waste containers	Income	0.237
<b>11</b>	Environment and Regeneration	SES - Integration of Services with Housing	Service reconfiguration	0.225
<b>12</b>	Environment and Regeneration	A more efficient operation at the Waste and Recycling Centre, using technology to automate access to the facility	Efficiency	0.145
<b>13</b>	Environment and Regeneration	Improved use of technology and resource to focus more capacity on income generation	Efficiency	0.050
<b>14</b>	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
<b>15</b>	Housing	Offer more permanent housing to families in temporary accommodation	Efficiency	0.175
<b>16</b>	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
<b>17</b>	People - ASC	Package of savings through recommissioning of services	Service reconfiguration	0.550
<b>18</b>	People - ASC	In-house services transformation	Service reconfiguration	0.500
<b>19</b>	People - ASC	Learning Disability Reviews	Efficiency	0.260
<b>20</b>	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
<b>21</b>	People - ASC	Demand management and better use of residential based block provision	Efficiency	0.984
<b>22</b>	People - CES	Demand management for children's social care and new commissioning strategy for children looked after including asylum seekers	Efficiency	0.567
<b>23</b>	People - CES	Review of the Early Help 0 to 19 service	Efficiency	0.328
<b>24</b>	People - CES	Rental income from letting surplus space at Central Library	Income	0.055
<b>25</b>	People - CES	Increase use of pre-payment cards for Direct Payments	Efficiency	0.050

## **Appendix B2: Previously Agreed Savings Proposals**

<b>#</b>	<b>Directorate</b>	<b>Summary Description</b>	<b>Savings Type</b>	<b>2021/22 £m</b>
<b>26</b>	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
<b>27</b>	People - CES	Staff savings through flexible retirements	Efficiency	0.020
<b>28</b>	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
<b>29</b>	Public Health	Public Health workforce - efficiencies	Efficiency	0.179
<b>30</b>	Resources	Legal - Efficiencies from case management system	Efficiency	0.185
<b>31</b>	Resources	Review of HR structure due to increased automation	Efficiency	0.157
<b>32</b>	Chief Executive's	Reduce number of national graduate trainees	Efficiency	0.070
<b>33</b>	Chief Executive's	Reduction in facilities costs as Vorley Road is vacated	Efficiency	0.016
		<b>Total</b>		<b>11.198</b>

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

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	£252.00	£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	Part 3 (your own) questions		£25.00	£25.00	0.00%	
E & R	Public Protection	Land Charges LA Searches	Right of Light Registration		£81.00	£81.00	0.00%	
E & R	Public Protection	Land Search Enquiry		Per Reply Letter	£71.00	£71.00	0.00%	
E & R	Public Protection	Land Search Enquiry		Per Copy of Consent	£1.00	£1.00	0.00%	
E & R	Animal Services	Dog Recovery			£31.50	£32.15	2.06%	
E & R	Animal Services	Animal Rehoming			£55.65	£56.75	1.98%	
E & R	Animal Services	Animal Boarding			£12.60	£12.85	1.98%	
E & R	Animal Services	Register of Seized Dogs			£4.41	£4.50	2.04%	
E & R	Animal Services	1963		Licence	£370.65	£378.00	1.98%	
E & R	Animal Services	1963		Renewal	£370.65	£378.00	1.98%	
E & R	Animal Services	Breeding Dogs Act 1973		Licence	£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%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	Finsbury Park - Selective Licensing	Accredited Landlord	5-Year	£425.00	£425.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	Finsbury Park - Selective Licensing	Additional for Assisted Application	5-Year	£167.00	£167.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	HMO Licensing		5-Year	£288.00	£288.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	HMO Licensing	Accredited Landlord	5-Year	£245.00	£245.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	HMO Licensing	Additional for Assisted Application	5-Year	£352.00	£352.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	HMO Licensing	Large Student Accommodation Block	5-Year	£33.00	£33.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	HMO Licensing - S257		5-Year	£703.00	£703.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	HMO Licensing - S257	Accredited Landlord	5-Year	£597.00	£597.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
E & R	Residential Environmental Health	HMO Licensing - S257	Additional for Assisted Application	5-Year	£181.00	£181.00	0.00%	5 year license fees are statutory and agreed following a consultation process every five years. The last consultation process was in 2019/20.
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 license/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%

Appendix C1: General Fund Fees and Charges 2021/22

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	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%
<b>INCLUSIVE</b>	<b>£21.35</b>	<b>£22.00</b>	<b>3%</b>	-	-	<b>0%</b>	-	-	<b>0%</b>	-	-	<b>0%</b>	-	-	<b>0%</b>

**Appendix C5: Trampoline Pricing 2021/22**

<b>Trampoline Park Pricing</b>	<b>2020</b>	<b>2021</b>	<b>% Change</b>
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
<b>HRA INCOME</b>				
Tenants Rents	156.800	160.500	165.400	170.200
Tenant Service Charges	18.400	18.300	18.600	19.000
<b>Sub-Total Dwellings Income</b>	<b>175.200</b>	<b>178.800</b>	<b>184.000</b>	<b>189.200</b>
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
<b>Sub-Total Leaseholder Charges</b>	<b>15.200</b>	<b>15.700</b>	<b>15.900</b>	<b>16.200</b>
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
<b>Gross Income</b>	<b>223.000</b>	<b>244.700</b>	<b>226.900</b>	<b>219.400</b>
<b>HRA EXPENDITURE</b>				
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
<b>Sub-Total Capital Financing Costs</b>	<b>48.500</b>	<b>79.800</b>	<b>81.900</b>	<b>58.300</b>
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
<b>Gross Expenditure</b>	<b>223.000</b>	<b>244.700</b>	<b>226.900</b>	<b>219.400</b>
<b>Net</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

<b>HRA Reserves</b>				
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
<b>Closing Balance</b>		<b>86.600</b>	<b>73.600</b>	<b>86.800</b>

## 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
<b>Tenant Service Charge</b>	<b>15.78</b>
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><b>Note:</b> 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 &amp; maintenance have increased by estimated 2% inflation.</p>	

### Heating and Hot Water Charges

	<b>Bedsit Weekly Charge £</b>	<b>1-Bed Weekly Charge £</b>	<b>2-Bed Weekly Charge £</b>	<b>3-Bed Weekly Charge £</b>	<b>4-Bed Weekly Charge £</b>
General:					
Heating and Hot Water	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**

	<b>EMISSION BANDS / CHARGES</b>			
<b>CARBON EMISSION AND ENGINE SIZES:</b>	<b>BAND A</b>	<b>BAND B</b>	<b>BAND C</b>	<b>BAND D</b>
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+
	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>	<b>Weekly Charge £</b>
<b>Rent &amp; Service Charge Payers:</b>				
- Garage	10.44	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
<b>Non-Rent &amp; Service Charge Payers:</b>				
- 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
				<b>£</b>
<b>Garages Used For Non-Vehicle Storage – Rent &amp; Service Charge Payers</b>				22.97
<b>Garages Used For Non-Vehicle Storage – Non-Rent &amp; Service Charge Payers</b>				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**

	<b>Weekly Charge £</b>
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><b>Note:</b> 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)**

	<b>Council Estates £</b>
Parking Charge Notices	100.00
Parking Charge Notices (Paid within 14 days of issue)	60.00
<p><b>Note:</b> The maximum charges for unauthorised parking on council estates (off-street parking) are recommended by the British Parking Association on behalf of the Home Office. No increase is recommended in 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**

	<b>Weekly Charge £</b>
Rent & Service Charge Payers	1.87
Non-Rent & Service Charge Payers	3.75
<b>Note:</b> 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:**

		<b>Home Ownership Fees 2021/22</b>	<b>Technical Property Services Fees 2021/22</b>
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:

		<b>Home Ownership Fees 2021/22</b>
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
<b>A Safer Borough for All</b>													
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
<b>Decent &amp; Affordable Homes</b>													
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)
<b>Enhancing Community Assets</b>													
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
<b>Greener &amp; Cleaner Islington</b>													
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**

<b>People Friendly Streets - Low Traffic Neighbourhoods</b>	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
<b>People Friendly Streets - Liveable Neighbourhoods</b>	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
<b>Public Realm - Fortune Street Area</b>	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
<b>Public Realm - Kings Square Shopping Area Public Space</b>	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
<b>Public Realm - Old Street/Clerkenwell Road</b>	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
<b>Public Realm - St Johns Street Public Realm Improvements</b>	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
<b>Recycling Site Improvement</b>	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
<b>Retrofiting Housing Estates - Pilot Projects</b>	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
<b>School Streets</b>	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
<b>Traffic &amp; Parking - T&amp;E Cycle Schemes</b>	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
<b>Traffic &amp; Parking - T&amp;E EV Charging Points</b>	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
<b>Traffic &amp; Parking - T&amp;E Safety Schemes</b>	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
<b>Traffic &amp; Parking - T&amp;E Traffic Enforcement/Parking</b>	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
<b>Tree Planting Programme</b>	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
<b>Vehicle fleet electrification (infrastructure)</b>	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
<b>Vehicle Replacement</b>	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
<b>Vehicle Replacement (Housing)</b>	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)
<b>Wray Crescent Cricket Pavilion</b>	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
<b>Jobs &amp; Opportunity</b>													
<b>Early Years and Children's Centres</b>	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
<b>Early Years Capital</b>	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
<b>Libraries - Islington Museum and Local History Centre</b>	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
<b>Libraries Modernisation</b>	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
<b>Libraries - South Library</b>	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
<b>Libraries - West Library</b>	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
<b>Rose Bowl</b>	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
<b>Schools - Schools Condition Schemes</b>	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)
<b>Schools - Other Schools/Contingency</b>	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
<b>Schools - Tufnell Park School Expansion</b>	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
<b>Toffee Park-Play &amp; Youth Capital</b>	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
<b>TOTAL</b>			<b>186.789</b>	<b>(162.678)</b>	<b>190.335</b>	<b>(125.914)</b>	<b>162.076</b>	<b>(94.146)</b>	<b>539.200</b>	<b>(382.738)</b>	<b>156.463</b>	<b>1,110.093</b>	<b>(788.829)</b>

## **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:

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

**Report of:** Executive Member for Housing and Development

<b>Meeting of:</b>	<b>Date:</b>	<b>Wards:</b>
Executive	21 <sup>st</sup> January 2021	All

<b>Delete as appropriate</b>	Exempt	Non-exempt
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## **SUBJECT: Procurement Strategy for Specialist Adaptations including Installations and Repairs for Disabled Residents**

### **1. Synopsis**

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of specialist adaptations including installations and repairs for disabled residents in accordance with Rule 2.7 of the Council's Procurement Rules.
- 1.2 This strategy is for the delivery of specialist adaptations including the installation of level access showers and/or wet rooms, overbath showers, kitchen modifications for accessibility and repairs to existing installations.

### **2. Recommendations**

- 2.1 To approve the procurement strategy for Specialist Adaptations including Installations and Repairs for Disabled Residents as outlined in this report.
- 2.2 To delegate authority to award the contract to the Corporate Director of Housing in consultation with the Executive Member for Housing and Development.

### **3. Background**

#### **3.1 Nature of the Service**

The Council is intending to procure two contractors to deliver specialist adaptations including installations and repairs for disabled residents in its tenanted properties. Historically there was only one contractor delivering adaptation installations and repairs. However, given the high profile nature of the work involved, the duration of some of the works, the current market

volatility and the return of the Private Finance Initiative (PFI2) properties, it is deemed most feasible to have two contractors. Benchmarking was also undertaken with five other local authorities and best practice demonstrated having two contractors within this area of work. This will ensure continuity of the service for vulnerable tenants, adequate management of work volumes and a high level of service delivery.

Previously safety works were being delivered by the contractor, however upon review it was considered that safety works can be insourced, in order to ensure that as many services as possible are carried out in-house where practicable. Going forward all safety works will be delivered by the in-house repairs team as this is not considered specialist works, the bulk of the works being carpentry. Safety works are predominantly carried out to ensure that properties are made as safe as possible to prevent climbing that could pose a risk to life, particularly for young children with special needs. Works include the installation of lockable window restrictors, bannister to ceiling height spindles and high level fences with anti-climb rollers.

The Council has a tenanted housing stock of approximately 25,000. Tenants or household members may have disabilities that require their home to have adaptations carried out in order to maintain independent living or allow carers to provide caring duties within the home. In addition, repairs are carried out to existing installations where required.

The Occupational Therapy Team within the People Directorate assess residents' needs and make recommendations for any adaptations following referrals to their team. These recommendations are then submitted to the Adaptations Team within the Repairs service, who will attend the property to survey how the recommended adaptations can be implemented. Following the survey a specialist scale drawing is made of the adaptations required and is allocated to the contractor to carry out the works.

Adaptation installations and repairs will be evenly split between the two contractors on a rotational basis. For example, the first level access shower adaptation will be issued to Contractor A, the second level access shower adaptation issued to Contractor B with the cycle then repeating. A geographical split was considered, however adaptation installation referrals occur sporadically and a geographical split would not ensure an even workflow between contractors.

The Adaptations Team will manage the day to day delivery of the works with the contractors and be a point of liaison for resolving any complexities with jobs onsite. A monthly meeting will take place with the Adaptations Team, the contractors and a Contract Team representative to discuss overall performance and any matters arising. A quarterly meeting will also take place with higher level management to go through contractual matters, any escalations that could not be resolved at the monthly meeting and social value obligations.

### 3.2 **Estimated Value**

The estimated aggregate value of this contract is £5,800,000 (£1,450,000 per annum), based on a maximum contract term of 48 months. The initial term will be 24 months with two optional extensions of up to 12 months each. The contract value is based on historical adaptations data and the planned return of PFI2 street properties to the Council anticipated to be in April 2022.

This contract will be funded using an existing budget for adaptations from the Housing Revenue Account (HRA).

### 3.3 **Timetable**

The Council intends to advertise the open Invitation to Tender (ITT) in February 2021. The contract award is planned for May 2021. The contract is due to go live on 17 July 2021, as the current contract expires on 16 July 2021.

### 3.4 **Options appraisal**

As part of this procurement four options were considered:

- Delivering the service in-house
- A collaboration with neighbouring boroughs
- Use of an external framework
- A competitive procurement process solely for Islington

The safety works aspect of this contract, involving mainly carpentry works, has been identified as an area that can be insourced and will be delivered by the in-house repairs team going forward.

The nature of adaptations installations and repairs involves specialist training and extensive knowledge of specialist materials, construction techniques and innovative ideas in order to install something that is fit for purpose for the tenant and maximises the use of the available space. For example the duration of level access shower installations can be up to 10 working days, if there are no complications. Some of our tenants have uniquely sensitive needs, which in most cases require an exceptionally experienced contractor and a high level of customer care enabling them to feel safe and comfortable while works are ongoing. Not all disabilities are visible and an in-depth passion and knowledge of dealing with these, are paramount to ensure our service meets tenants' requirements. Due to the levels of training required, the specialist nature of the work involved, as well as the time commitment that would be needed from existing staff resources, it is not deemed feasible to bring the service in-house at this time. The Council is undertaking work to look at future opportunities, capacity and skills for insourcing these services in the future.

Several contract areas have been considered for neighbouring borough collaborations, however adaptations is not one of them. The differences in service delivery including timescales for delivering adaptation installations, the extent of adaptations works carried out, how the works are managed and the IT system used for delivery of this service, would be an extensive project to undertake and require significant funding and time. The Council is undertaking work to look at future opportunities for collaborations with neighbouring boroughs.

Using an external framework would be a quicker route to market, however none of the four external frameworks explored offered a suitable solution. One of the external frameworks offered some adaptation installation works, however this was geared towards planned refurbishment works and any wet rooms that may be included as part of bathroom refurbishments.

The proposed option is to procure through a competitive open tender process. It is envisaged there will be reasonable market interest due to the contract value and the specialist nature of the work involved. This also includes interest from specialist SME suppliers, some of which are locally based. This process allows the pricing, specification and terms and conditions to be specifically tailored to meet the Council's needs and can deliver the best value overall whilst

meeting the service needs. The Council intends to appoint two contractors for the whole contract to ensure continuity of service delivery, using the open procedure.

### 3.5 **Key Considerations**

Delivering social value to Islington residents will be a contractual obligation for the two successful contractors. A clear set of rigorous social value measures and targets will be included in the contract specification and social value proposals made within the tender submission will form an important element of the quality evaluation. Performance in relation to social value will be monitored at regular contract meetings and will be a consideration in any decision to award a contract extension. Social value contributions will include apprenticeships (where applicable), work experience placements, job shadowing and training opportunities for residents. These will be agreed with the Council's iWork team in conjunction with the 'The Employment Team' and will focus on job opportunities for local residents, especially those who are disadvantaged in the labour market. As this contract relates to services for disabled tenants, ensuring these groups are considered for training and work experience placements would be a positive experience and allow feedback and ideas sharing for service delivery improvements where possible. Other social value contributions such as a fixed amount of hours per set value of turnover to contribute to community projects, or financial investment in community improvements will also be considered during the procurement process.

Contractors will also be expected to contribute to in-house repairs training programmes for residents by donating tools and equipment and/or providing appropriately-skilled staff to assist with delivery of the training.

Consideration will be given to ensure contractors commit to the use of local suppliers where possible, as some materials are specialist and will form a part of the method statement questions. This will assist with increasing local economic growth, potentially allowing for local employment opportunities, lower the carbon foot print by reducing unnecessary vehicle journeys and offer overall contract efficiencies such as being able to attend site quicker and timeliness of work execution.

Environmental factors such as reducing CO2 emissions and air pollution within the borough will be considered during the procurement process. This includes the use of sustainably sourced materials and energy saving parts.

London Living Wage will be included as a condition of the contract. However the current market pays above the London Living Wage for multi skilled adaptations operatives. Contractors will need to ensure that the staff they employ have clear and fair Terms and Conditions of employment, access to Trade Unions and training opportunities. Consideration will also be given to how the bidding contractors will monitor these elements throughout their supply chain such as any sub-contractors which they intend to use for this contract.

Employees of the contractor assigned to and carrying out adaptation works under the current contract may be subject to TUPE regulations as part of this procurement.

### 3.6 **Evaluation**

The tender will be conducted in one stage, known as the Open Procedure, as the tender is 'open' to all organisations who express an interest. The Open Procedure includes minimum requirements which organisations must meet before the rest of their tender is evaluated.

The cost criteria will consist of bespoke composite Schedule of Rates codes for adaptation installations, for example a fixed price to install an over-bath shower, which will include all elements including wiring, electrical testing, plumbing and pipework, supplying and fitting the shower and tiling around the bath. Any additional specification extras will be charged according to the relevant National Housing Federation (NHF) schedule. The bidders' percentage adjustment against the National Housing Federation (NHF) Schedule of Rates (SORs) for Responsive Maintenance and Void Property Works v6.1 and Disabled Adaptation Works v7.1 will also be included within the cost criteria.

The quality criteria will consist of:

- Proposed approach to Social Value and promoting opportunities for local residents, including reducing carbon footprint (20%)
- Proposed approach to customer service and diversity (10%)
- Proposed approach to varying work volumes and priorities (10%)
- Proposed approach to health and safety (10%)
- Proposed approach to quality management (10%)
- Proposed approach to mobilisation, resourcing and service delivery (10%)

The contract will be awarded to the Most Economically Advantageous Tender (MEAT) and the award criteria will be set at 70% quality and 30% cost. The current market is volatile and the cost and quality split will ensure the Council appoints contractors that can deliver a high level of service at a sustainable price, achieving the best value overall.

### 3.7 Business Risks

The Council has a duty to carry out adaptations to properties in accordance with section 29 of the National Assistance Act 1948, section 2 of the Chronically Sick and Disabled Persons Act 1970 and the Care Act 2014. Tenants have a right to request reasonable adaptations as part of the Equality Act 2010. The Council is responsible for undertaking the repair, maintenance and improvement of its housing properties and installations in accordance with Part 2 of the Housing Act 1985 and section 11 of the Landlord and Tenant Act 1985. Failure to install adaptations or repair existing adaptations would mean that the council would not be complying with legislation and disabled tenants would be disadvantaged and could potentially raise a claim for discrimination. Disabled tenants have a right to adaptations in order to live an independent or assisted independent life such as being able to bathe and access facilities within their homes.

There is a risk the contractors won't be able to meet the volumes of work, as the work is demand led. This risk will be managed by appointing two contractors, meaning that they will act as a backup to each other. In addition, a clear set of requirements set out within the specification and rigorous assessment will ensure contractors are clear about the expectations of the contract.

Risk	Likelihood	Impact	Priority	Mitigation
Procurement is unsuccessful with no suitable supplier tendering or being identified	Low	High	High	Interim emergency measures will be sought and plans to re-procure put in place
The successful tenderer pulls out of the contract prior to start of the contract	Low	High	High	Interim emergency measures will be sought and plans to re-procure put in place

Delays to the procurement process result in limited mobilisation time for new supplier	Medium	Medium	High	A project plan is in place and the project team are to ensure agreed key milestones are met.
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The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.8 of the Procurement Rules:

<b>Relevant information</b>	<b>Information/section in report</b>
1 Nature of the service	The delivery of Specialist Adaptations including Installations and Repairs for Disabled Residents.  See paragraph 3.1
2 Estimated value	The estimated value per year is £1,450,000  The contract is proposed to run for a period of 24 months with two optional extensions of up to 12 months each.  See paragraph 3.2
3 Timetable	Executive – January 2021 Open ITT – February 2021 Contract Award – May 2021 Contract Start – 17 July 2021  See paragraph 3.3
4 Options appraisal for tender procedure including consideration of collaboration opportunities	A competitive tender using the open procedure  See paragraph 3.4
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	London Living Wage and social benefit clauses will be included as part of the contract terms. Best value is considered as part of the specification, award criteria and delivery of the service. There will not be any TUPE implications.  See paragraph 3.5
6 Award criteria	Quality 70% and cost 30%. The award criteria cost/quality breakdown is more particularly described within the report.  See paragraph 3.6

7 Any business risks associated with entering the contract	See paragraph 3.7
8 Any other relevant financial, legal or other considerations.	See paragraphs 4.1 - 4.4

## 4. Implications

### 4.1 Financial implications

The total 2020-21 budget within repairs for aids & adaptations, which includes supply, installation, testing, repairs and servicing, is £2.4m.

Of the budget referred to above £1.3m relates to the services (as set out in the synopsis) that are the subject of this re-procurement strategy.

This compares to an estimated assessment of budget required totalling between £1.5m - £1.8m.

This assessment has been based on the data analysis provided by Housing Property Services & reflects at the lower end; a) current performance levels & b) NHF prices (the current contract is based on NHF minus 41% but market indications suggest bids are likely to be closer to the NHF price base) and at the higher end; a) estimated performance levels more commensurate with fulfilling genuine demand & b) NHF prices.

Therefore, there is a potential budget pressure arising as a result of this re-procurement exercise of between £200k-£500k.

The Housing Director of Property Services advises that this budget pressure can be offset by managing demand & cash limiting the aids and adaptations annual budget.

### 4.2 Legal Implications

The council has statutory duties in respect of the carrying out of adaptations to the homes of disabled residents under section 29 of the National Assistance Act 1948, section 2 of the Chronically Sick and Disabled Persons Act 1970 and the Care Act 2014. The Council has power to enter into a contract for the carrying out of adaptations for disabled persons under section 1 of the Local Government (Contracts) Act 1997.

The estimated value of the proposed contract for adaptations exceeds the financial threshold (£4,733,252) for public works contracts for the full application of the Public Contracts Regulations 2015. Contracts above this threshold must be procured with advertisement in the Official Journal of the European Union and with full compliance of the Regulations. The council's Procurement Rules also require contracts of this value to be subject to competitive tender. The proposed procurement strategy, to advertise a call for competition and procure the service using the two stage restricted a competitive tender process, is in compliance with the principles underpinning the Regulations and the council's Procurement Rules.

On completion of the procurement process the contracts may be awarded to the two highest scoring tenderers subject to the tenders providing value for money for the council.

The Executive may delegate the decision on the award of the contract to the Corporate Director of Housing (Paragraph 8.1, Part 3 Constitution).

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

Carrying out specialist adaptation installations, repairs and safety works for disabled residents has several environmental impacts. During the adaptation installation process, new materials will be used as well as energy consumption for the plant and equipment and the works will generate waste. In addition, the contractor will be using vehicles to arrive at and deliver materials to sites, which will contribute to air pollution (unless electric vehicles are used) and congestion.

Provision will be made within the contract specification and contractor selection criteria to mitigate impact for each of the above, with reference to relevant legislation and the stipulation that the contractor must adhere to the requirement of the Councils Housing HSE Code of Conduct for Contractors and appropriate legislation.

The contractor should ensure that waste materials are kept to a minimum and that waste leaving sites is reused or recycled where practicable. The contractor will have a duty of care to ensure that any waste disposal is done legally and in alignment with the waste hierarchy. In addition, contractors will be encouraged to use low or zero emission vehicles. Where possible, the contractor should use recycled or sustainably produced materials. The use of electric thermostatic showers have been shown to save energy by keeping water temperatures regulated and they have lower flow rates, so are more water efficient. Any materials replaced during a repair will be energy efficient replacements where compatible.

#### 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.

A Resident Impact Assessment was completed on 25 September 2020 and the summary is included below. The complete Resident Impact Assessment is appended.

It is anticipated that the delivery of this service will not have any negative impact on any persons within the protected characteristics groups. The delivery of the contract will have a positive impact on all residents including those with protected characteristics, as it is designed to ensure that tenants and/or other household members are able to maintain independent living.

### **5. Reason for recommendations**

- 5.1 Islington Council has a duty to carry out adaptations for disabled tenants and keeping existing installations in good working order. The procurement of two contractors is required to allow the continuity of service for the delivery of Specialist Adaptations including Installations and Repairs for Disabled Residents.

## Appendices

Appendix 1: Resident Impact Assessment

### Background papers:

None

### Final report clearance:

#### Signed by:

A handwritten signature in black ink that reads "Diarmaid Ward." The signature is written in a cursive style and is placed on a light-colored rectangular background.

**Executive Member for Housing and Development**

**Date:** 10/12/20

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## Resident Impact Assessment

### Procurement Strategy for Specialist Adaptations including Installations and Repairs for Disabled Residents

#### Service Area: Repairs and Maintenance

## 1. Intended Outcomes

This contract is for the delivery of specialist adaptations including the installation of level access showers and/or wet rooms, overbath showers, kitchen modifications for accessibility and repairs to existing installations.

## 2. Resident Profile

The group within Islington which is going to be impacted by this contract are council tenants' and/or other household members with disabilities. This can include tenants's and/or household members that are awaiting new adaptation installations, or those with existing adapted installations which require a repair due to general wear and tear.

		Borough profile	Service User profile
		<b>Total: 206,285</b>	<b>Total: 52,631</b>
Gender	Female	51%	54%
	Male	49%	46%
Age	Under 16	32,825	9,494
	16-24	29,418	6,063
	25-44	87,177	17,631
	45-64	38,669	12,684
	65+	18,036	6,756
Disability	Disabled	16%	35%
	Non-disabled	84%	65%
Sexual orientation	LGBT	No data	N/A
	Heterosexual/straight	No data	N/A
Race	BME	52%	50%
	White	48%	42%
Religion or	Christian	40%	16%

<b>belief</b>	<b>Muslim</b>	<b>10%</b>	<b>3%</b>
	<b>Other</b>	<b>4.5%</b>	<b>16%</b>
	<b>No religion</b>	<b>30%</b>	<b>23%</b>
	<b>Religion not stated</b>	<b>17%</b>	<b>42%</b>

### 3. Equality impacts

There will be no change to the service and how it is delivered. An existing contract is due to expire on 16 July 2021 and requires a procurement to replace the existing providers. The delivery of this service will not discriminate against anyone with protected characteristics.

It is anticipated that the delivery of this service will not have any negative impact on any persons within the protected characteristics groups. The delivery of the contract will have a positive impact on all residents including those with protected characteristics as it is designed to ensure that tenants and/or other household members are able to maintain independent living. The council has statutory duties in respect of the carrying out of adaptations to the homes of disabled residents under section 29 of the National Assistance Act 1948, section 2 of the Chronically Sick and Disabled Persons Act 1970 and the Care Act 2014.

The positive impacts are not limited to those with physical disabilities and will include those with disabilities that are not always visible. This contract is targeted at improving the quality of life for those with disabilities. Some tenants' may have multiple disabilities and other protected characteristics which need to be considered during service delivery for example having a physical disability and English not being the tenants' first language. The delivery of this contract will ensure that all of the protected characteristics are factored into service delivery.

Leaseholders will not be affected by this service and services charges will not be applicable to leaseholders.

The planned arrangements for this procurement process will have a positive impact on groups with protected characteristics as diversity and equality will be considered during the procurement process. Potential service providers will be asked scored questions relating to customer service, equality and diversity during the process. Scoring will take into account how service providers propose to take due consideration to equality and diversity in the delivery of this contract in a number of ways. This will include how they will engage and communicate with residents whilst delivering the works, taking into consideration the tenants's disabilities, as well as the other protected characteristics. Specific attention will be paid to what arrangements they will put in place to ensure they can communicate effectively with residents with any of the protected characteristics. For example, service providers are expected to consider translation services for customers where English is not their first language, BSL translators for deaf and hard of hearing customers. The service provider will be asked to demonstrate how they will ensure dignity and respect for customers in regards to religious beliefs e.g. protective covering for footwear within properties, ensuring cultural sensitivity is maintained with regards to respecting social boundaries and by taking time and demonstrating extra care and patience with residents' who are elderly or have mobility impairments.

Service providers will also be expected to clearly explain how they will deliver services to ensure the health and safety for all residents and members of the public is protected and any additional health and safety measures they will put in place to ensure individuals with protected characteristics are protected sufficiently. It is a contractual requirement for service providers to work to Islington Council's policies and procedures, where equality, diversity and an accessible service for all is factored into service delivery procedures.

The answers given by the successful service provider to the quality questions within the procurement process will form part of the contract documents for the provision of this service and performance against these commitments will be monitored by the Housing Repairs Service. In addition, it is a contractual requirement for service providers to work to Islington Council's policies and procedures covering health and safety and equality and diversity.

Social value is considered and written into the contract terms including offering a number of apprenticeship opportunities (subject to contract value), work experience placements, job shadowing and training opportunities. The council's Employment Team, in conjunction with the iWork Team will attend quarterly Core Group meetings with the successful service provider, where commitments made to deliver Social Value requirements will be monitored and if necessary, enforced with the successful service provider. Other community benefits will also be considered and arranged, such as shadowing for work experience, after school jobs and assisting with training sessions for residents and Islington Council staff.

It is not anticipated that the delivery of this contracts will have any negative impact on relations between communities with protected characteristics and the rest of the population in Islington.

#### **4. Safeguarding and Human Rights impacts**

All service providers appointed by Repairs and Maintenance are required to have DBS checks for all their staff working on an Islington contract, including any subcontractors they may use and this must be evidenced. This information is checked and updated on a quarterly basis to ensure any service provider's staff changes are taken into consideration. Service providers are not allowed to enter a property unless an adult over the age of 18 is present. Service providers are given leaflets and information regarding safeguarding and reporting any safeguarding concerns back to Islington Council. They also must attend mandatory safeguarding training delivered by Islington Council. These are all contractual requirements irrespective of whether the service provider works within occupied or void properties.

There is no anticipated risk of Human Rights breaches linked to the delivery of this contract.

#### **5. Action**

As there are no negative impacts identified, no mitigating actions are required. As stated in Section 3, service providers will be scored and monitored closely around their approach to equality and diversity.

**This Resident Impact Assessment has been completed in accordance with the guidance and using appropriate evidence.**

**Staff member completing this form:**

Signed: Laina Thomas

Date: 25/09/2020

**Head of Service or higher:**

Signed: \_\_\_\_\_

Date: [Click here to enter a date.](#)



### Report of: Executive Member for Health and Social Care

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

## SUBJECT: Procurement Strategy for mental health accommodation pathway services

### 1. Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of mental health accommodation pathway services in Islington in accordance with Rule 2.7 of the Council's Procurement Rules.
- 1.2 The services are accommodation based specialist mental health supported living and residential care services for residents who experience a severe and enduring mental illness, such as psychosis and moderate/ severe depression. They enable people with eligible mental health needs to maximise their rehabilitation when moving along the pathway from hospital or other care setting to independent living in their own home. The redesign and procurement of the pathway proposed would enable people to be suitably accommodated closer to home within the least restrictive setting whilst preparing for independent living.

### 2. Recommendations

- 2.1 To approve the procurement strategy for mental health accommodation services as outlined in this report, specifically **Option 4**.

### 3. Background

3.1 Mental health accommodation services house and support adults with severe and enduring mental ill health who are unable to live in their own home due to lack of skills or inability to live independently. Those entering the services originate from inpatient mental health wards, mental health rehabilitation wards, community rehabilitation units or are in mental health placements outside of the borough.

The services offer residents a clear and consistent pathway to independent living, providing them with an opportunity to reach their potential and enjoy a good quality of life. The combination of temporary accommodation, care and support, delivered closer to home rather than in and around hospital settings, or outside of Islington, enable people to learn or regain the skills and abilities necessary to live independently. The services empower residents to look after themselves, better manage their health, and build resilience. They provide residents with proactive and personalised support in a community setting, equipping them with the skills to live healthier for longer.

Islington currently block purchases 198 units via 17 contracts from 7 suppliers:

- 20 residential care places at a cost of £0.875m per annum (in borough)
- 178 supported living places at a cost of £3.271m per annum (in borough)

An additional £3.189m\* is spent on spot purchased care packages. Out of this, £1.100m\* is spent supporting 21 people in expensive spot purchased placements who could be supported in block contracts if there was additional capacity. The majority of the spot purchased placements are located out of borough.

*\*based on September 2020 forecasts*

Mental health accommodation services are funded by the Council and NHS North Central London CCG (NCL CCG).

#### Mental health accommodation pathway - approach and ethos

The accommodation services are arranged as a pathway with three levels of support – residential care (24/7 staff and personal care), high support (24/7 support staff) and medium support (support staff onsite every week day). There is a strong focus on recovery. Residents move into the level of provision that best meets their needs and move through the pathway as they become more independent, before moving into their own home outside of the pathway. They need not access all levels before moving to an independent tenancy. Continuous resident move through and out of the pathway is required to create the ongoing capacity needed to accommodate new referrals from hospital, other settings, or out of borough. A pathway coordinator role sitting within the council provides a single common entry into supported living and a multidisciplinary panel acts as a common entry into residential care.

Those living in the pathway have complex needs and these cannot be addressed by accommodation services working in isolation. The success of the pathway is dependent on the accommodation services working together with a range of health, social care, housing and community services across Islington to support an individual's recovery. A strong mental health accommodation pathway works to shared goals, principles and ways of working, with residents central to developing and directing their own experience. This integration and partnership approach is a collective responsibility to be embraced by all

services. There are exciting examples of innovative integrated working across organisations in the pathway, and opportunities to build on this existing good practice.

Fundamental to the pathway is a focus on the whole person, underpinned by a strengths-based philosophy that uses the person's existing independent strengths and community networks in the provision of care and support. Services have made great progress in incorporating this approach into their operations and are working to fully embed strengths-based practice.

The pathway consists of two main accommodation types:

1. Specialist mental health residential care

Specialist mental health residential care offers personal care and support throughout the day and night for the small number of people with serious mental illness and physical health needs that require a residential care service. Staff with the skillset to work with people with a serious mental illness provide meals, help with washing, dressing and administer medication, where necessary. Although the residents have physical care needs, their primary need for care and support under the Care Act relates to mental health.

Islington has two specialist mental health residential care home services delivering a total of 20 places. The contracts for these two services expire soon and are in scope for this procurement.

2. Supported living

Mental health supported living provides housing and support services to enable people to live as independently as possible in the community. Residents live in accommodation blocks with staff onsite who proactively support them to develop skills (such as managing their health and wellbeing, managing medication, managing finances, nutrition, staying safe and building social networks) to enable them to live independently. These services do not deliver personal care.

Islington has 15 mental health supported living contracts delivering 129 high support places and 49 medium support places. All of these contracts expire soon and are in scope for this procurement.

What problems does this procurement try to solve?

A considerable amount of work has taken place in recent years to integrate the mental health pathway, embed a person centred recovery ethos, and improve efficiency. Despite this, a recent review of the pathway has shown that the current provision is not always proactively maximising people's readiness for independent living and has not evolved in recent years to adapt and keep pace with changing demand, best practice and changes elsewhere in the system. In addition to this, some of the buildings within the pathway are below the standard expected of a modern mental health accommodation service.

In summary, the existing model and infrastructure includes inefficiencies and inconsistencies. These are outlined below.

a) Out of area placements

The pathway services should enable people to be suitably accommodated within the borough with minimal need to use out of borough placements. Evidence shows that being close to family, friends, a familiar health team and local community have a positive impact

on recovery. Local placements also provide better value for money, enable closer monitoring of providers and provide more positive clinical outcomes. Currently there are 21 residents living out of borough who could return to Islington if the provision was available. In particular, a lack of local specialist mental health residential care placements is preventing people from returning to borough.

b) Waiting list

The pathway should enable quick access to accommodation, care and support to ensure that people do not spend time in unstable accommodation with inadequate support, or do not spend longer than necessary in NHS care settings. The pathway is currently operating with a waiting list.

c) Move through the pathway

Despite much progress, the pathway is not always working as an integrated service system that meets the needs of people in a holistic way. The mental health accommodation pathway could better support recovery opportunities and enable people to achieve independent living sooner by ensuring each component of the pathway interlinks as a whole pathway.

d) Varying levels of investment

The amount the council and CCG pay mental health accommodation service providers varies, leading to variations in value for money across services. There is inconsistency in price and quality.

e) Personalisation, choice and control

There is good evidence to suggest a strong focus on personalisation and asset based support planning which supports people's recovery. The current mental health accommodation pathway service contracts do not maximise choice and flexibility in care and support. Services are always working to a strengths-based approach.

f) Buildings

Services currently operate from multiple locations in a mixture of purposely designed buildings and designated buildings, offering self-contained flats or rooms with shared facilities. The current mix of layout and design in some buildings is dated. There is a shortage of buildings that can accommodate residents with accessibility needs.

## **Our Goals and Objectives**

The overarching aim of the mental health accommodation procurement is to ensure that the provision of mental health accommodation services proactively work to ensure residents are equipped with the skills and capacity to live happier, healthier and more independent lives.

### System goals and objectives

- People live healthy, independent lives, with access to good quality care and support when they need it
- People have the skills they need to access and sustain decent housing closer to home
- People feel connected and have as much social contact as they want and opportunities to progress in employment
- People not able to live independently are supported to live well

## Resident goals and objectives

- Residents experience the pathway's shared vision and way of doing things, and it meets their individual needs
- Residents' autonomy is maximised, they are able to thrive and contribute
- Residents are proactively supported to gain the skills necessary to move to an independent tenancy quickly, thereby minimising the time spent living in a mental health accommodation service setting
- People are supported to lead the life they want to live whilst accessing support from the wider network of community offers, friends and family.

## Recommendations

An in depth review of the mental health accommodation pathway was completed in 2019. The following recommendations incorporate the findings from that review, as well as the outcome of ninety-nine individual strengths-based reviews completed with residents out of borough or living in services affected by the proposal. They reflect current and emerging need. The recommendations are being tested and further developed with our providers, residents and other stakeholders, and will be made explicit through this procurement and associated partnership working.

We intend to redesign the pathway, embed new ways of working - such as a strength based approach and partnership working - and procure new specialist mental health accommodation services to meet current and future needs. Residents will not be required to live out of borough when they could be accommodated in the local pathway.

The proposed future configuration is as follows:

Specialist mental health residential care	24-30 places (increase of 4-10)
Mental health supported living	Minimum 174 places (maximum decrease of 4)

It is not possible to finalise the number of residential care beds to be purchased at this time. Accessibility issues within an identified building's layout and design have been uncovered that cannot be overcome. Further needs analysis work is taking place and this will determine the actual number of places procured.

The pathway redesign and new mental health residential care and supported living service contracts will incorporate the recommendations from the 2019 review and resident strength based reviews in the following interlinked ways:

### a) Improving efficiency of supported living

We will create additional capacity in supported living through improving efficiency. We will achieve this by creating a fundamental shift in approach in the pathway, encouraging partnership working so services are working to shared goals and principles, as well as making use of Islington's collective resources to ensure residents are proactively enabled to live independently. The coordinated and whole system approach to recovery and rehabilitation will reduce ongoing demand.

### b) Reducing the need for out of borough placements

We will commission additional local mental health residential care places and ensure residents are proactively supported to move to independent living sooner by further

embedding new ways of working, such as a strengths-based approach. These changes will ensure people are better supported closer to home.

c) Evidence based practice and values

We will embed into pathway services a more personalised approach that draws on the skills, experiences, strengths and resources of residents to help them find new and creative ways to manage their recovery. Central to this is the introduction of Individual Service Funds (ISFs) to the supported living contracts. An ISF is a sum of money managed by the support provider on behalf of the resident. The money is used to help the person achieve the outcomes set out in their support plan. It enables the providers to flexibly support each resident.

d) Buildings

We will source improved building stock from which services can operate, thereby providing residents with a higher quality and homely environment. A new 17 unit accommodation block consisting of self-contained flats within the Islington Council New Homes Initiative will be available for use by the mental health pathway in August next year. Early market engagement has identified other opportunities.

e) Efficient and effective use of resources

The tender will ensure consistency in price and quality across pathway services.

### 3.2 Estimated Value

The current services in the scope of this procurement are jointly funded by the council and NHS North Central London CCG (NCL CCG).

**Table 1:** Islington’s investment in mental health accommodation block contracts

	CCG	Council	Places	Total
Residential care block contracts	£ 428,920	£ 446,427	20	£ 875,347
Supported living block contracts	£ 1,473,856	£ 1,797,381	178	£ 3,271,237
<b>Total</b>	£ 1,902,776	£ 2,243,808	198	£ 4,146,584

In addition Islington Council spends £3,189,790 on spot purchased placements, bringing the Council’s total investment in accommodation services (block and spot) to £5,433,598. Therefore the total amount spent on accommodation services across Health and Social Care amounts to £7,336,374.

The current contracts have been compared, based on quality and price, to similar contracts and contract awards to comparative London boroughs. New contracts will target fair market prices for good quality services.

The initial duration of the contracts new will be for a period of five years from 1 August 2021. There will be an option to extend the contracts for a further two years (5+2).

Benchmarking from comparator boroughs suggest that the total value of the new investment for mental health accommodation block contracts will be £4,695,500. Of this, £1,634,652 would be spent on residential care and £3,060,848 would fund supported living. The total value of the contracts over 7 years will be £32,868,787.

Additional spend will be offset by reduced spend from the spot purchase budget. Section 4 of this report provides more information.

**Table 2** Islington Council’s agreed contribution from this Mental Health Accommodation Review as part of the Medium Term Financial Plan.

	2021-22 £000	2022-23 £000	Total £000
Mental Health (ASC03)	200	350	550
<b>Total Saving</b>	<b>200</b>	<b>350</b>	<b>550</b>

### 3.3 Timetable

<b>Key Milestone</b>	<b>Indicative date/ range</b>
Tender advert	January 2021
Deadline for submission of tenders	March 2021
Tender evaluation period	March 2021
Council governance & contract award	March –June 2021
Implementation	June 2021 – September 2021
Mobilisation	September 2021

### 3.4 Options appraisal

Four procurement options have been explored. These are set out below.

**Option 4 is the recommended option.**

<b>Procurement Option 1: Re-procure services in their current form</b>	
<p><b>Benchmarking</b> All current contracts in scope will have ended within 15 months with no provision to extend. Existing services could be re-procured without any significant change in model. Benchmarking suggests the new contracts would cost more than the cost of the current contracts. Islington’s current contracts cost less than similar contracts in other boroughs.</p>	
<b>Pros</b>	<b>Cons</b>
<ul style="list-style-type: none"> <li>• Deliverable by August 2021 with no disruption for residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Full transformation to a strengths-based approach deferred to the next round of procurement, delaying improved outcomes for residents.</li> <li>• Missed opportunity to incorporate new high quality buildings into the pathway.</li> <li>• Missed opportunity to deliver financial savings by reducing high cost out of area spot placements.</li> <li>• Continued shortage of in-borough mental health residential care.</li> </ul>
<p><b>Financial assessment</b> This option does not represent value for money as it would not deliver the changes in practice or service provision needed to increase efficiency and enable residents to return from out of borough placements.</p>	
<b>Outcome</b>	Not recommended

## Procurement Option 2: In-house service delivery

**Benchmarking** Nationally, the vast majority of supported living is externally commissioned. From the Local Authorities consulted for this project, no example was identified of in-house provision. The impact of this option on quality and resident outcomes, therefore, is unknown.

Pros	Cons
<ul style="list-style-type: none"> <li>• Ensures services share Islington’s vision and take a strengths-based approach to transform outcomes.</li> <li>• Enables full utilisation of the council’s local knowledge and relationships to improve community participation.</li> <li>• Council controls service strategy and retains flexibility to change it.</li> <li>• Ability to have greater control of social value.</li> <li>• Council retains full control to drive efficiencies/economies of scale.</li> </ul>	<ul style="list-style-type: none"> <li>• Management capacity, expertise and specialisms could not be established quickly enough to maintain service quality and prevent disruption for residents.</li> <li>• The Council would have to source appropriate properties for all places.</li> <li>• Cannot benefit from the innovation offered by the specialist providers in this area.</li> <li>• Set-up costs and staff costs are much higher than current costs, negatively impacting on value for money.</li> </ul>
<p><b>Financial assessment</b> This option does not represent value for money due to high set-up and staff costs. It would not provide the expertise quickly enough to deliver the pathway improvements needed to enable residents to return from out of borough.</p>	
<b>Outcome</b>	Not recommended

## Procurement Option 3: Re-procure with another borough

**Benchmarking** Benchmarking did not identify an instance of two boroughs re-procuring their accommodation pathways together

Pros	Cons
<ul style="list-style-type: none"> <li>• Opportunity to share best practice and learning.</li> <li>• Opportunity to commission more specialist services and agree reciprocal arrangements for referral into these services.</li> <li>• Potential for increased value for money, achieved via economies of scale.</li> </ul>	<ul style="list-style-type: none"> <li>• Timescales for procurement do not match up with those of other boroughs.</li> <li>• Less direct influence on service design and configuration.</li> <li>• Not guaranteed to meaningfully change the marketplace of providers and landlords available in the borough.</li> <li>• Reciprocal arrangements onerous to set up and maintain due to complexity.</li> </ul>
<p><b>Financial assessment</b> This option may deliver additional savings, the impact is not known. The council would relinquish some influence over the service design and configuration</p>	
<b>Outcome</b>	Not recommended

## Procurement Option 4: Re-procure via competitive procedure with negotiation

**Benchmarking** This approach has been successfully adopted in Islington previously and by other boroughs

Pros	Cons
<ul style="list-style-type: none"> <li>• Full transformation to a strengths-based approach leading to improved outcomes for residents.</li> <li>• Advertised procurement likely to deliver competitive prices.</li> <li>• Opportunity to invigorate this service area with new providers.</li> <li>• Recognises the strategic value of the buildings.</li> <li>• Presents an opportunity to bundle contracts to achieve greater efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Shared values/priorities reliant on developing strong relationships with providers.</li> <li>• Providers will price market risk into their bids; however, this will not likely outweigh financial benefits.</li> </ul>
<p><b>Financial assessment</b> Modelling, based on rates identified in benchmarking, suggests that this option will achieve the most savings and deliver required outcomes</p>	
<b>Outcome</b>	<b>Recommended</b>

### 3.5 Key Considerations

#### Social value

In addition to the local economic benefits of the service being provided in Islington, social benefits clauses will be in place with an emphasis on the following:

- the service being part of the fabric of the local community, supporting and encouraging residents to make use of local universal health and social support services;
- engage with relevant third sector services;
- sustain local links with family and friends and;
- make better use of community resources to support good mental health, coping strategies, and living skills.

The following additional opportunities for social value have been identified and will be undertaken as part of the new contract:

- Support and promote purchasing from the local supply chain where possible.
- Support and encourage the adoption of specific workplace health initiatives.
- The service will provide voluntary and employment opportunities within the service for people with a lived-experience of mental health problems.
- Providers delivering sound employment practice and employment rights through: evidencing progression and training opportunities for staff; implementation of equality and diversity policies; enabling security of employment for the workforce; local recruitment, including working with iWork.

#### London Living Wage

LLW will be a condition of this contract where permitted by law.

#### Best value

The service will implement a robust performance-monitoring framework so that value for money, quality, outcomes and cost effectiveness can be assessed. The monitoring framework will include activity levels, evidence of outcomes achieved, as measured against the desired service KPIs outcomes in the service specification and individual

support plans. Expenditure against the service budget will also be required. Regular contract monitoring reviews will take place and the provider will submit information on the service on a quarterly basis. This process allows for continuous improvement and service development. The service specification will include provisions to ensure the provider offers continuous improvement against delivery targets, and works with commissioners and service users to co-produce a service where innovations can be quickly implemented.

Economic, social and environmental sustainability

The service will help people lead healthier, fulfilling lives in the community, reducing social isolation and maximising life opportunities and independence. An environmental impact assessment will be completed during the preparation stage.

Staffing implications

TUPE may apply. If TUPE applies, this may have financial implications for successful providers. This is being further explored with the current providers.

3.6 Evaluation

This procurement will be conducted in accordance with the Public Contracts Regulations 2015, under Chapter 3 Section 7 Social and Other Specific Services (known as the light-touch regime). Under Regulation 76 the council is free to establish a procedure, provided that the procedure is sufficient to ensure compliance with the principles of transparency and equal treatment of economic operators (service providers). The procedure will be based on a one stage tender, allowing for negotiation if deemed appropriate. As per the open procedure, any interested economic operator (service provider) may submit a tender in response to the advertisement.

The council will reserve the right to award the contract on the basis of initial tenders without negotiation where this offers value for money. The council reserves the right to not award the contract if the received tenders do not offer value for money.

Tenders will be evaluated on the basis of the price and ability to deliver the contract as set out in the evaluation criteria below. The evaluation panel will include service user/family carer representatives.

	<b>Weighting %</b>
<b>Quality</b>	<b>80%</b>
Proposed approach to service model and delivery	30%
Proposed approach to workforce management and contract implementation	10%
Proposed approach to safeguarding and risk management	10%
Proposed approach to service user engagement and involvement	10%
Social Value	20%
<b>Cost</b>	<b>20%</b>
<b>Total</b>	<b>100%</b>

### 3.7 Business Risks

#### Risks in transition to the new service delivery model

The transition to the new service will need to be carefully managed to ensure continuity of support and to manage any resident anxieties arising from the change in support provider and service location. Consequently, the transition to the new service will be carried out in conjunction with residents, care coordinators, and carers and family (where appropriate). Commissioners will also undertake robust engagement activity with residents and their families around the changes pre-tender and in the development of the new service specification.

#### Prospective providers precluded as they do not have access to properties

We are working to ensure that all providers have the best opportunity possible to source landlords for this procurement.

#### TUPE implications

If TUPE applies, this may impact on our ability to identify a potential provider at the indicative costs identified due to TUPE liability. The project has a risk register in place, reviewed on a regular basis and governance of this is managed by the mental health commissioning team.

- 3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.
- 3.9 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.8 of the Procurement Rules:

<b>Relevant information</b>	<b>Information/section in report</b>
1 Nature of the service	Please see paragraphs 1.2 and 3.1
2 Estimated value	The estimated value per year is £4.696m.  The agreement is proposed to run for a period of 5 years with an optional extension of 2 years.  Please see paragraph 3.2
3 Timetable	Tender advert January 2021 Deadline for submission of tenders March 2021 Tender evaluation period March 2021 Council governance & contract award March – June 2021 Implementation June 2021 – September 2021

	Mobilisation September 2021 Please see paragraph 3.3
4 Options appraisal for tender procedure including consideration of collaboration opportunities	Details as described within the report.  Please see paragraph 3.4
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	Please see paragraph 3.5
6 Award criteria	The award criteria 20% price/ / 80% quality breakdown is more particularly described within the report.  See paragraph 3.6
7 Any business risks associated with entering the contract	Please see paragraph 3.7
8 Any other relevant financial, legal or other considerations.	

## Implications

### 4. Financial implications:

**4.1** The Mental Health Accommodation Review project brings together contracts from across various budgets.

Area Block Contracts	Total Budget	LBI	CCG
Hanley Gardens & Caledonian Road	£1.109m	-	£1.109m
Mental Health Housing Related Support	£1.515m	£1.467m	£0.047m
Mental Health Commissioning Pool – Residential & Supported Accom	£1.522m	£0.776m	£0.746m

Islington Council also spends £3.189m on Residential and Supported Accommodation spot purchased care packages.

It was anticipated that the Mental Health Accommodation Review would contribute £0.550m efficiency and commissioning saving to the Medium Term Financial Plan.

The current expenditure budgets for all of the contracts within the Accommodation Pathway Review amount to £4.147m. The proposed new annual contract values amount to £4.696m. This is an additional cost of £0.549m which will be offset by the savings below.

As part of this review process, individuals have been identified as being ready to move on from the pathway in this financial year, and others in spot purchased out of borough care packages have been identified as suitable for these places. The total saving of these placements moving into block provision amounts to £0.169m which will be made ready for the start of 2021-22.

The new model increases the number of block purchased beds by nine places in which spot purchased out of borough placements could be transferred into. An average annual cost of a Mental Health residential/ supported accommodation spot placement is £50,000. Therefore, the total saving that can be made from these individuals moving into block provision is £0.450m. The plan is for the new contracts to start in August 2021 which would allow half of this saving to be made in 2021-22 and the other half in 2022-23.

Savings will also be made through the improved flow in the Mental Health Accommodation Pathway which will enable residents to be discharged quicker than they currently are. If nine individuals leave the pathway, this would create spaces for nine spot purchased out of borough packages to take their place creating a further £0.450m saving. It is thought that this can be achieved by April 2022.

This is a breakdown of when the savings are expected to be made:

	In place by...	(Saving)/Cost	2021-22	2022-23
Saving from spot purchased placements moving into current block provision	April 2021	(£0.169m)	(0.169m)	-
Cost of the new model	August 2021	£0.549m	0.275m	£0.274m
Saving from first phase spot purchased placements moving into the new block provision	September 2021	(£0.450m)	(£0.225m)	(£0.225m)
Saving from second phase spot purchased placements moving into the new block provision when current residents have left	December 2021	(£0.450m)	(£0.087m)	(£0.363m)
<b>Total Saving</b>		<b>(£0.520m)</b>	<b>(£0.206m)</b>	<b>(£0.314m)</b>
Savings Gap		£0.030m	(£0.006m)	£0.036m

This proposed savings model leaves a small savings gap of £0.030m in 2022-23. This can be managed within the Adult Social Care base budget.

The costs above are based on a cost model which uses a number of assumptions and estimates of unit costs. These are highly likely to vary and prudence has been used when calculating estimates. Some of these assumptions include:

- 21 spot purchased care packages at an average cost of £50,000 per package will move into the Mental Health Accommodation contracts by the timescales stated above.
- Unit costs for the new provision are based on averages across Islington Council, other Local Authorities and have been through a soft market testing for scrutiny.

Finance are involved in various boards with the project and will continue to monitor and report progress on any costs and savings involved.

Payment of London Living Wage is a requirement of the contract and should not result in any additional costs.

Any TUPE cost implications that may arise from this tender will have to be met by existing resources outlined above.

### **Legal Implications:**

## **4.2**

4.2.1 The Council has a duty to meet an adult's need for specialist mental health residential care or mental health supported living where s/he has been assessed as satisfying the eligibility criteria (sections 8, 13 and 18 of the Care Act 2014). Accordingly the council may enter into contracts with providers to secure the supply of mental health accommodation services (section 1 of the Local Government (Contracts) Act 1997).

4.2.2 The services being procured are subject to the light touch regime set out in Regulations 74 to 77 of the Public Contracts Regulations 2015 (the Regulations). The threshold for application of this light touch regime is currently £663,540. The aggregate value of the proposed contracts is above this threshold. They will therefore need to be advertised in the Official Journal of the European Union (OJEU). There are no prescribed procurement processes under the light touch regime. Therefore the council may use its discretion as to how it conducts the procurement process provided that it: discharges its duty to comply with the European Treaty principles of equal treatment, non-discrimination and fair competition; conducts the procurement in conformance with the information that it provides in the OJEU advert; and ensures that the time limits that it imposes on suppliers, such as for responding to adverts is reasonable and proportionate. Following the procurement a contract award notice is required to be published in OJEU. The council's Procurement Rules require contracts over the value of £100,000 to be subject to competitive tender.

4.2.3 The proposed procurement strategy, to advertise a call for competition and procure the service using a one stage tender process with negotiation, is in compliance with the principles underpinning the Regulations and the council's Procurement Rules.

4.2.4 On completion of the procurement process the contracts may be awarded to the highest scoring tenderers subject to the tenders providing value for money for the council/

4.2.5 The Executive may delegate the award of the contract to the Corporate Director of People (Paragraph 8.1, Part 3 Constitution).

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

There are several environmental implications of a supported accommodation service. These include energy use in the building for heating, cooking and appliances, water use in the bathroom and kitchen facilities and waste generation by residents.

These can be mitigated by ensuring the building is well-insulated and uses an efficient heating system, ensuring appliances in the building have a good energy rating, that bathroom and kitchen fittings are water efficient, and that recyclable or compostable waste is separated and disposed of appropriately.

The provider will be asked to demonstrate in the tender how they intend to minimise the environmental impact of the service.

#### **4.4 Resident Impact Assessment:**

A Resident Impact Assessment was completed on 19<sup>th</sup> October 2020 and the summary is included below. The complete Resident Impact Assessment is appended.

##### Potential impact on equality of opportunity for people with protected characteristics

##### **People with a disability - mental health**

The transition to new accommodation may impact on some residents' health and wellbeing.

Mitigation: We will work with current service providers and community mental health teams to ensure service users are supported throughout the procurement process and particularly leading up to and immediately following the transition to new service. A robust process and methodology will be in place for evaluating and assessing tender submissions, to ensure the new provider/s meets quality requirements, including involving service users and/or family carers on the evaluation panel. Where there is a change in provider some staff may transfer to the new service and this would bring continuity of care and support.

##### Opportunities for advancing equality of opportunity

##### **People with a disability - mental health**

We need to redesign and modernise our mental health supported living and residential care services so they are more flexible, scalable, and efficient. We want to develop services that are designed to support people in a strengths-based way, focussing on individuals' strengths and aspirations, and improving outcomes for people who use services, effectively supporting recovery and move on.

The new services will improve the standard of accommodation for vulnerable residents with long-term mental health conditions that:

- Offers high quality environments, are not institutionalised and that meet needs with a strength-based approach
- Meets different levels of need, including physical health needs

- Provides buildings that are more accessible with some ground floor accessible units and accessible en-suite bathroom facilities, which current services cannot offer.
- Provides more modern home environments, driving up the standard of people's homes and improving dignity and privacy.

The new services will support people with severe and enduring mental illness to improve social inclusion and ensure that they make meaningful use of their time in order to achieve more independence and feel part of a community. This may include support to: access education, training or employment; identifying and accessing leisure, cultural, faith, and informal learning activities; and contacting external services, groups, friends and family.

Overall the proposed tender will have a positive impact on vulnerable adults in Islington.

## 5. Reason for recommendations

- 5.1 This report recommends redesigning the pathway, embed new ways of working - such as a strength based approach and partnership working - and procuring new specialist mental health accommodation services to meet current and future needs. The redesign and procurement will include additional investment in local mental health residential care. It will enable people currently placed in expensive out of area residential care placements to return to borough.

The changes to supported living services will also ensure people are better supported closer to home. The holistic, coordinated and whole system approach to recovery and rehabilitation will reduce ongoing demand and crisis access to health, housing and social care services. It will also increase efficiency within the pathway.

## Appendices

- Resident Impact Assessment

**Background papers:** None.

Final report clearance:

## Signed by:



Executive Member of Health and Social Care

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# Resident Impact Assessment

## Mental Health Accommodation Pathway Review

Service Area: People - ASC

Lead Officer: Helena Quinn / Alice Clark

### 1. Please provide a summary of the proposal

Please provide background to the proposal and the intended outcomes.

This proposal is about the redesign and re-procurement of the mental health accommodation pathway to ensure mental health accommodation services proactively work to equip residents with the skills and capacity to live healthier and more independent lives.

Islington's mental health accommodation services are arranged as a pathway with three levels of support – residential care (24/7 support and support with personal care), high support (24/7 support staff) and medium support (support staff onsite every week day).

The local pathway consists of 198 block-contracted places. There are 178 supported living places and 20 residential care places. The 178 places are currently delivered by 7 providers across 18 properties.

The key objectives of this project are to:

- modernise our residential and supported accommodation services, to establish services that are flexible, scalable, and efficient
- commission services that are designed to support people in a strengths-based way and improve outcomes for people who use services.
- new services will provide more modern home environments driving up the standard of people's homes – improving dignity and privacy.

We expect efficiencies will be realised by the following:

- Savings from repatriating service users from more costly out of area placements to local facilities in Islington
- Bringing new models of care, providers and outcomes-based service design into the pathway, to reduce spot purchased top-up care and improve flexibility of care by commissioning new supported living and residential care services.

The system goals and objectives are:

- People live healthy, independent lives, with timely access to good quality care and support
- People have the skills they need to access and sustain good quality housing closer to home
- People feel connected and have the opportunity to progress
- People not able to live independently are supported to live well

#### Resident goals and objectives

- Residents experience the pathway's shared vision and way of doing things, and it meets their individual needs
- Residents' autonomy is maximised, they are able to thrive and contribute
- Residents are proactively supported to gain the skills necessary to move to an independent tenancy quickly, thereby minimising the time spent living in a mental health accommodation service setting
- People are supported to lead the life they want to live whilst accessing support from the wider network of community offers, friends and family.

## 2. What impact will this change have on residents, the local community or staff?

### **The proposed changes will impact the following groups of residents:**

a) Those living in supported living services that will close to enable relocation to new buildings

Thirty-nine residents live in services that will relocate to new buildings. These residents will be supported to move to new accommodation that meets their needs. We intend to commission new mental health supported living services from modern and accessible buildings, and to increase residential care support available in the borough.

b) Islington residents living in mental health accommodation services located outside of the borough

Twenty-one residents living in mental health accommodation services located outside of the borough will be supported to return to services in borough.

c) All residents in the mental health pathway

All residents in the pathway will experience a higher quality, person centred service that will proactively enable them to move towards greater independence.

#### Potential negative impact on residents

For some residents the location of where they live will change. The services will be competitively tendered and the service providers may also change. Robust transition plans will be in place to ensure residents are supported throughout the change process and to settle into their new home, with support from the community mental health teams and support provider. During the tender process providers will be required to

demonstrate how they would effectively support residents through any change should they be awarded the contract.

Overall, the pathway redesign and re-procurement will have a positive impact for local residents. The key benefits of the proposal are outlined below:

- 1) Enabling people to be suitably accommodated within the borough, closer to home, with reduced need to use out of borough placements. This will be supported by increased investment in local mental health residential care. Currently there are 21 residents living out of borough who could return to Islington if the provision was available.
- 2) Enabling quick access to accommodation, care and support to ensure that people do not spend time in instable accommodation with inadequate support or do not spend longer than necessary in NHS care. The pathway is currently operating with a high waiting list.
- 3) Ensuring consistent integrated working between accommodation services and health, social care, housing and community services. Those living in the pathway have complex needs and these cannot be addressed by working in isolation. Improving and embedding integration and partnership working will be at the heart of the pathway redesign.
- 4) The new mental health accommodation service model will embed within practice a strengths based approach, improved resident choice and control, trauma informed care and psychologically informed environment approaches to proactively support residents' independence and move-on.
- 5) Introducing new high quality accommodation into the pathway to replace dated building stock. A new 17 unit accommodation block consisting of self-contained flats within the Islington Council New Homes Initiative will be available for use by the mental health pathway in August next year. Early market engagement has identified other opportunities.

### 3. Impact on protected characteristics, local community and staff

#### 3a. Please set out what data you have used to assess the impacts in the table below.

The following data has been used to assess impacts on protected characteristics:

- Service user demographics data for commissioned supported accommodation contracts, collated from contract monitoring data.
- Service user demographics data for out of area placements.
- Details of services that will be affected and numbers of service users that will be most impacted by the changes.
- Camden & Islington NHS Foundation Trust undertook ninety-nine strengths-based reviews with those who would most affected by these proposals. As well as protected characteristics, the following information has been analysed by commissioners and C&I service managers: service user support needs, additional care packages, the type of care and support they need, most suitable building type to meet need, the type of accommodation that has been identified as being most suitable to meet their need (e.g. step down into supported living pathway, step up to residential care). This information was provided by C&I on a placements tracker.

Refer to Appendix 1 for breakdown of service user demographics.

3b.

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
Age	X			The services will work with adults that are over 18 years of age. This represents a significant range.	The service and environment will offer an opportunity to deliver a person centred experience and meet age related needs.

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
Disability	<b>X</b>		<b>X</b>	<p><u>Positive impacts</u></p> <ol style="list-style-type: none"> <li>1. These proposals will ensure we develop services that support people in a strengths-based way, focussing on individuals' strengths and aspirations. The services will improve residents' independence and outcomes.</li> <li>2. There are a small number of people with serious mental illness and physical health needs that require a specialist mental health accommodation service that can also accommodate their physical health needs. An increase in mental health residential care provision will enable more people with personal care needs to be accommodated in borough.</li> <li>3. The introduction of new buildings will increase the provision of accessible mental health supported living placements in Islington.</li> </ol>	<p><u>Opportunities for advancing equality of opportunity</u></p> <p>The services we are procuring will improve the support and accommodation for vulnerable residents with long-term mental health conditions by:</p> <ul style="list-style-type: none"> <li>• Offering high quality environments, are not institutionalised and that meet needs with a strength-based approach</li> <li>• Meeting different levels of need, including physical health needs</li> <li>• Providing buildings that are more accessible with some ground floor accessible units and accessible en-suite bathroom facilities, which current services cannot offer.</li> <li>• Providing more modern home environments.</li> </ul> <p><u>Mitigating actions to reduce/eliminate negative impacts</u></p> <p><b>Mitigating actions for 1.</b></p> <ul style="list-style-type: none"> <li>• We will work with current service providers and community mental health teams to ensure residents are supported throughout the procurement process and particularly leading up to and immediately following the</li> </ul>

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
				<p><u>Potential negative impacts</u></p> <ol style="list-style-type: none"> <li>1. There is a risk of breakdown in service users' mental health as a result in change of support provider and/or service location.</li> <li>2. There is a risk that residents without mental capacity or who are not able to articulate their views are not fully involved in decisions about their future accommodation, care and support.</li> </ol>	<p>transition to new service. Robust transition plans will be devised with each resident and carefully monitored.</p> <ul style="list-style-type: none"> <li>• Provide an opportunity for residents to view new provision and to have an input into the specification of the new provision. These will include visits to the new service and getting to know the local area.</li> <li>• Ensure appropriate and timely communications and engagement with residents, and their families.</li> <li>• A robust process and methodology will be in place for evaluating and assessing tender submissions, to ensure the new provider/s meets quality requirements, including involving service users and/or family carers on the evaluation panel.</li> </ul> <p><b>Mitigating actions for 2.</b></p> <ul style="list-style-type: none"> <li>• Ensure all comms and briefings for residents are in plain English.</li> <li>• C&amp;I to identify mental capacity needs for each resident and whether they have family members who can support them during the consultation, to understand their views,</li> </ul>

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
					<p>needs and the impact the change would have on them and their family.</p> <ul style="list-style-type: none"> <li>Involve independent third party advocate to support individuals who do not have capacity or a family member who can support them during the consultation.</li> </ul>
Sexual Orientation	X				<p>LGBTQ people experience poorer mental health outcomes compared to the general population. Key community providers, such as Islington Mind have developed strong links with LGBTQ communities to ensure that they can meet this need. Supported living and residential care providers will develop stronger links between these services and LGBTQ organisations, such as the London Friend and Opening Doors London, to share learning and better understand needs of this group, as well as support service users to link with local LGBTQ networks/services based on individual need/wishes.</p>

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
Gender Reassignment	X				<p>People that have experienced gender reassignment experience poorer mental health outcomes.</p> <p>Commissioning will ensure providers of the new services have training plans around tailored support to different groups, including gender reassignment.</p>
Marriage and Civil Partnership		X			<p>The new services will support people to maintain important relationships, through a close partnership approach with, and inclusion of, families, where this is the individual's wish.</p>

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
Pregnancy and Maternity		X			<p>Generally, women with mental health needs during pregnancy and post-birth will access more specialist clinical support through perinatal and maternal mental health services, as well as peer support groups. Some people may also access wider community resilience support, for example, where they have a housing issue.</p> <p>The new services will follow referral pathways with the new perinatal services where applicable, in liaison with Community mental Health Teams (if the person is already under their care).</p>
Race	X				<p>For current service users within the mental health accommodation pathway there is almost an equal split between those within BAME ethnic groups (55%) and white ethnic group (43%), reflecting the overall borough profile. The new services will engage with people from all ethnic backgrounds through personalised approaches to care and support.</p>

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
Religion and Belief	X				The religion of current service users within the mental health accommodation pathway reflects the overall borough profile. The new services will engage with people from all religions through personalised approaches.
Sex	X			A higher proportion of women experience common mental health conditions. Men are higher users of inpatient and crisis care and less likely to seek preventative support. They are also more likely to experience homelessness and use mental health accommodation services. This is reflected in the service demographics data; the majority of service users in the mental health accommodation pathway are currently male (73%).	The new services will continue to support both men and women, offering a tailored, person centred approach based on the individual resident.

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
Socio-Economic	X			<p><u>Positive impacts:</u></p> <ul style="list-style-type: none"> <li>The new services will help people lead healthier, fulfilling lives in the community, reducing social isolation and maximising life opportunities and independence.</li> </ul>	<p>The services will provide additional social value, enhancing positive impact in the following ways:</p> <ul style="list-style-type: none"> <li>Providers will be required to support and promote purchasing from the local supply chain where possible.</li> <li>Providers will be required to support and encourage the adoption of specific workplace health initiatives.</li> <li>The services will provide voluntary and employment opportunities within the service for people with lived-experience of mental health problems.</li> </ul>

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
Community	X			<p><u>Positive impacts</u> The new services will support people with severe and enduring mental illness to improve social inclusion and ensure that they make meaningful use of their time in order to achieve more independence and feel part of the local community.</p>	<p>The services will enhance positive impact in the following ways:</p> <ul style="list-style-type: none"> <li>• Driving up standards in quality of accommodation for local residents;</li> <li>• Enabling residents to move back into borough and closer to home;</li> <li>• New services will be part of the fabric of the local community, supporting and encouraging residents to make use of local universal health and social support services;</li> <li>• Supported housing providers engaging with relevant third sector services;</li> <li>• Services will support residents to sustain local links with family and friends and;</li> <li>• Services will support residents to make better use of community resources to support good mental health, coping strategies, and living skills.</li> </ul>

Potential Impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will potential benefits be enhanced and negative impacts be eliminated or reduced?
Staffing		<b>X</b>		No Council staff will be affected by these proposals.	

## 4. Consultation

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development.

The LBI engagement lead has advised that formal consultation is not required at this stage. This programme of work relates to re-designing services, which will involve movement of accommodation sites and types of provision.

Commissioning will undertake in-depth engagement with service users and family carers, to obtain their views on proposals, understand the impact of proposals on service users and identify any mitigating actions that would minimise any impact. This will feed into the development of the procurement strategy, and the EIA will be updated to reflect the findings from this engagement.

Commissioning and C&I are planning a range of engagement activities Nov-Dec 2020 to ensure Islington residents are able to share their views about the proposed changes and are central to shaping the redesign.

- a) Those living in services that will relocate to new buildings

A representative from commissioning, the current support provider and professionals from C&I will meet with each resident to discuss with them the proposed changes, and why they are taking place, what impact these proposals will have on each resident and how they can best be supported to mitigate any negative impact. Family members and carers will be invited to attend. The mental health advocacy service will be notified and residents supported to make use of this service. Each resident will be provided with FAQs relating to the changes. Key to this engagement is understanding what is of particular importance about the current service and how this can be continued by the future provider in the new location.

C&I's Community Rehab Team will also engage with residents and carers. They have already undertaken comprehensive assessments of the residents including understanding resident and carer needs, wishes and preferences. Transitions plans will be devised with each resident and carefully monitored. These will include getting to know the area where they will be moving to.

- b) All residents in the mental health pathway and local user involvement groups

A programme of engagement with residents is planned. This includes:

- Sharing a summary of the proposed changes and what this would mean for residents.
- A short survey asking each current resident in the pathway for their feedback on the existing model and their thoughts regarding a strengths based approach, introduction of greater choice and control, and how they can be proactively supported to increase their independence.
- Providing residents and their families with the opportunity to meet with commissioning individually.

Commissioning will also discuss, request feedback and further develop the proposals with mental health service user involvement groups, including IBUG (Islington Borough User Group), Nubian Users Forum (BAME user involvement group) and the Service User Alliance. An expert by experience will be invited to sit on the tender evaluation panel.

## 5. Post Implementation Monitoring and Review

How will you review community and equality impact once the service or policy has been implemented?

Action	Responsible person or team	Deadline
Ongoing contract monitoring with providers, including quarterly meetings and monitoring submissions from providers.	Mental Health Commissioner and Contracts Team	Ongoing post contract award in Spring 2021
Providers to embed service user engagement and coproduction into ongoing service delivery as outlined in new service specifications. To be monitored as part of ongoing contract monitoring arrangements.	Supported accommodation providers / Mental Health Commissioning Team	Ongoing post contract award in Spring 2021

Please send the completed EIA to [equalites@islington.gov.uk](mailto:equalites@islington.gov.uk) and also make it publicly available online along with the relevant policy or service change.

**This Equality Impact Assessment has been completed in accordance with the guidance and using appropriate evidence.**

**Staff member completing this form:**

**Head of Service or higher:**

Signed:  \_\_\_\_\_ Alice Clark

Signed:  \_\_\_\_\_ Jill Britton

Date: 22/10/2020

Date: 28/10/2020

Appendix 1 – Resident demographics information

		<b>Borough profile</b>	<b>Service User profile</b>
		<b>Total: 206,285</b>	<b>Total: 198*</b>
<b>Gender</b>	<b>Female</b>	<b>51%</b>	<b>53 (27%)</b>
	<b>Male</b>	<b>49%</b>	<b>145 (73%)</b>
<b>Age</b>	<b>Under 16</b>	<b>32,825</b>	<b>0 (0%)</b>
	<b>16-24</b>	<b>29,418</b>	<b>11 (6%)</b>
	<b>25-44</b>	<b>87,177</b>	<b>74 (37%)</b>
	<b>45-64</b>	<b>38,669</b>	<b>92 (46%)</b>
	<b>65+</b>	<b>18,036</b>	<b>17 (9%)</b>
<b>Disability</b>	<b>Disabled</b>	<b>16%</b>	<b>76 (38%)</b>
	<b>Non-disabled</b>	<b>84%</b>	<b>109 (55%)</b>
<b>Sexual orientation</b>	<b>LGBT</b>	<b>No data</b>	<b>11 (6%)</b>
	<b>Heterosexual/straight</b>	<b>No data</b>	<b>181 (91%)</b>
<b>Race</b>	<b>BME</b>	<b>52%</b>	<b>109 (55%)</b>
	<b>White</b>	<b>48%</b>	<b>86 (43)</b>
<b>Religion or belief</b>	<b>Christian</b>	<b>40%</b>	<b>76 (38%)</b>
	<b>Muslim</b>	<b>10%</b>	<b>16 (8%)</b>
	<b>Other</b>	<b>4.5%</b>	<b>12 (6%)</b>
	<b>No religion</b>	<b>30%</b>	<b>47 (24%)</b>
	<b>Religion not stated</b>	<b>17%</b>	<b>46 (23%)</b>

\*Number of residents residing in existing commissioned supported living and residential care services. Figures accurate as of October 2020.

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**Report of: Executive Member for Environment and Transport**

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

Delete as appropriate		Non-exempt
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## **SUBJECT: Procurement Strategy for Parking Pay By Phone Service contract**

### **1. Synopsis**

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of Parking Pay by Phone Service contract in accordance with Rule 2.7 of the Council's Procurement Rules.
- 1.2 This contract will seek to appoint a supplier to provide a pay by phone service for short stay parking, e-voucher system for residents within the borough, and a cash alternative parking option. It is a 4 year contract with a further 2 year optional extension, expected to start on 1 August 2021.

### **2. Recommendations**

- 2.1 To approve the procurement strategy for Parking Pay by Phone Service contract as outlined in this report.
- 2.2 To delegate authority to award the contract to the Corporate Director of Environment and Regeneration in consultation with the Executive Member for Environment and Transport.

### **3. Background**

- 3.1 Nature of the service

We require a supplier to provide a pay by phone service for short stay parking and e-vouchers for residents as well as an alternative cash payment system for motorist wishing to pay by cash. The supplier will not provide or facilitate the supplier of paper vouchers which are procured through another contract.

In 2019/20, pay by phone short stay parking accounted for £10.5m income with a further £1.2m in e-voucher income. Since Covid-19 lockdown restrictions have eased there has been a shift away from the traditional paper vouchers to e-vouchers. This service needs to be procured as it is the only method of paying for short stay parking since the e-parking policy removed all traditional coin pay and display machines in the borough.

Extra Income can be generated through an increase in tariffs or changes in parking policy to an emission based parking regime. This is under consideration as part of the council's net carbon zero policy. The pay by phone system allows this without the need to change tariff plates and signs we had on traditional pay and display machines.

### 3.2 Estimated Value

The contract will be funded from the revenue budget within Parking Services. It is proposed that this contract is procured as a services contract (above the OJEU threshold) with a concession element with income generated from parking fees being returned to the council. The total aggregated cost to the council will be an estimated £2m paid to the provider in service charges over the duration of the contract inclusive of the optional extension.

The estimated total income generated from parking fees over six years (four years plus a two year optional extension) is £70m, and therefore the estimated net income position would be £68m once services charges are deducted from income generated. In addition the procurement pricing model also allows bidders to generate income from motorists (the concession element) for additional services such as optional text messages for receipts and reminders the value of which will be dependent on transaction/income levels which can go up or down. The council spend over the past two years on this service has been £646,045.

Continuation and further shift from paper vouchers to e-vouchers will lead to saving in printing and postage costs and similarly reduction in full time employee costs will result in some further saving. An electronic visitor voucher system will allow more proficient enforcement via automatic number plate recognition systems, which will allow a reduction in contract costs through changes in on-street civil enforcement practices which will lead to an estimated saving of £100k in parking enforcement contract costs.

This procurement exercise will ensure that we are benchmarking pricing to obtain best value for the council.

### 3.3 Timetable

The current contract expires on 31 July 2021. Our programme is for the new contract to be in place by 01 August 2021.

The following procurement timeline is proposed.

Activity	Key date
Approval of this procurement strategy	21 January 2021
Mini competition via framework agreement	January/February 2021
Tender return and evaluation	March/April 2021
Delegated authority approval	May/June 2021
Award Stage	July 2021
Contract start date	01 August 2021

The Head of Parking, Strategic Procurement and Legal Services have been consulted about proposals in this report. There are no plans to carry out external consultation.

### 3.4 Options appraisal

As part of this procurement two options were considered:

- Use of an external framework agreement
- A competitive procurement process solely for Islington

The preferred procurement route is to utilise the ESPO framework agreement 509 (Lot 3: Cashless Parking Solutions) and undertake a further mini-competition. ESPO is a public sector owned professional buying organisation (PBO), specialising in providing a wide range of goods and services to the public sector. This framework agreement offers a simple and compliant route to access the market leading suppliers and their latest products.

The ESPO framework agreement allows the council to amend the existing specification to our specific requirements without the need to advertise the requirement via OJEU, saving process time to market. The proposed approach will ensure we are only paying against our exact requirements.

The outcome of an evaluation of the G-Cloud framework agreement was that it was not suitable in this particular circumstance as it is a single supplier framework agreement which means there is no further competition element. This strategy proposes a competitive process is followed to provide best value for the council.

A full competitive process solely for Islington was another option for the procurement of a new contract but this was not considered the most suitable option mainly due to time factors. The number of providers known within the market is limited, and they are all available via the ESPO framework agreement. Therefore, the framework agreement will provide a competitive route to access providers who have already been through an OJEU compliant selection process and have experience of delivering services in a local authority environment.

### 3.5 Key Considerations – Economic, social and environmental sustainability

Since 2008 we have run a parking pay by phone service alongside traditional pay and display machines. In 2017 as part of the E-Parking programme, pay and display machines were switched off and we have run a cashless short stay parking system in the borough. We sought to reduce reliance on cash machines and instead offer a cash alternative at business outlets in

Islington. There are currently over 100 retail outlets that accept cash for parking transactions in the borough. These outlets are mainly small independent retailers that display the e-pay or paypoint sign. This helped those without mobile phones or credit/debit cards and those who still prefer a cash option.

In reference to the obsolete pay and display machines there are no on-going electricity charges. Redundant assets on street are being removed by Parking once UK Power Networks have removed mains power into them. The machines are then recycled by Street Environmental Services. Options explored including re-selling back to the manufacturing. However as the machine models are 20 years old, they did not want them. Other Local Authorities were either in a similar position to us and due to security concerns we could not sell them outside the industry (i.e. some interest from the public to display them in their back gardens).

The service will be managed by using the supplier's bespoke software system with access given to all relevant internal officers in Parking and Finance teams.

A Living Wage consideration report has been completed. A requirement to pay the appropriate living wage will be included as a condition of this contract. The rate will be as calculated by the Resolution Foundation, overseen by the Living Wage Commission.

As the present pay by phone system is already in place since 2008 we do not foresee any negative socio-economic issues. Furthermore the system is more environmental friendly as it reduces the need for paper tickets and vouchers, cash collection vehicles and also maintenance visits thereby reducing the carbon footprint. The removal of redundant traditional machines from street will reduce street clutter and improve the streetscape for local residents.

There are examples of innovation within the car industry for example car manufacturer, Ford have tried to develop an in-car payment system. However, with several different pay by phone suppliers and dozens of different car manufacturers, a 'one size fits all' system is years away. Paying by mobile phone is currently the most environmental sustainable way of paying for parking.

Post Covid-19, the e-voucher system offers vulnerable residents a contactless free way of purchasing visitor vouchers and permission to park for their visitors and tradespeople.

The "Transfer of Undertakings (Protection of Employment) Regulations 2006" as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014" may apply to this Procurement. Any TUPE transfer will be the responsibility of the transferor and transferee.

### 3.6 Evaluation

The ESPO framework agreement available to public sector entities will be utilised. The framework agreement allows for mini-competition and permits call-off contracts for up to six years and can be tailored to encompass local social value requirements which are key to council's objectives and aligns with our procurement aims. The ESPO framework agreement has the level of flexibility where Islington can conduct its own mini-competition to drive competitive pricing and structure and to find the best fit that aligns with our key objectives and requirements. This route also allows Islington to request suppliers tailor their offer to match our social value priorities and measurable local benefits.

The evaluation criteria will be 60% cost 40% quality, including 20% social value.

The Quality criteria (40%) will be made up of method statement questions:

- 20% on proposed methodology and approach on social value, limiting social exclusion and promote accessibility and Islington’s aim of Net Zero Carbon by 2030.
- 10% on proposed methodology and approach for undertaking and service delivery.
- 5% on proposed methodology and approach of management information and reports.
- 5% on proposed methodology and approach of training and technical support

The cost criteria (60%) will be assessed by evaluating the submitted financial offers within the pricing schedules returned. Scores will be assigned by measuring each financial offer against the most economically advantageous nett tendered submission. The most economically advantageous financial offer will achieve the maximum score and all other financial offers returned will subsequently be allocated a proportionate percentage score.

### 3.7 Business Risks

The business risk associated with this procurement are

- Failure to appoint a suitable supplier following tender process. To mitigate this we are using the ESPO framework agreement which has an approved number of suppliers capable of delivering to our specification.
- Delays to the procurement process result in limited mobilisation time in the event a new supplier is chosen. Project plan is in place to ensure timescales are met.

This procurement exercise is intended to ensure continuity of service so there should be no implications to service users. The specification for the contract will include the ability to implement vehicle emission charging which will contribute to the net zero carbon policy by 2030.

3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

3.9 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.8 of the Procurement Rules:

<b>Relevant information</b>	<b>Information/section in report</b>
1 Nature of the service	We require a supplier to provide a pay by phone service for short stay parking and visitor e-vouchers  See paragraph 3.1

2 Estimated value	The estimated value per year is £333,333.00  The agreement is proposed to run for a period of four years with an optional extension of two years.  See paragraph 3.2
3 Timetable	The new contract must be in place by 1 August 2021  See paragraph 3.3
4 Options appraisal for tender procedure including consideration of collaboration opportunities	The preferred option is to use the ESPO Framework Agreement  See paragraph 3.4
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	Further details can be found within the report. See paragraph 3.5
6 Award criteria	60% cost 40% quality of which 20% will be social value  See paragraph 3.6
7 Any business risks associated with entering the contract	See paragraph 3.7
8 Any other relevant financial, legal or other considerations.	See paragraph 4.1 and 4.2

## 4. Implications

### 4.1 Financial implications:

It is estimated that around £2million of service payments based upon collection of around £70million of paid for parking collected under the contract over the maximum 6 year period. The cost of the contract will be met from existing budgets from within the ring-fenced parking account

### 4.2 Legal Implications:

The council may fix charges for pay and display parking under section 45 of the Road Traffic Regulations Act 1984. Accordingly, the council has power to enter into a contract for the collection of such parking charges (section 1 of the Local Government (Contracts) Act 1997). The estimated value of the proposed contract is above the financial threshold for application of the Public Contracts Regulations 2015 (currently £189,330); Contracts above this threshold need to be procured in full compliance with the requirements of the Regulations including

advertisement in the Official Journal of the European Union. The council's Procurement Rules also require service contracts over the financial threshold to be subject to a formal competitive tender process. However, the proposed procurement strategy, to carry out a mini competition pursuant to the ESPO Cashless Payment Solution framework, an OJEU compliant competitively tendered framework agreement to which the council has access, will meet the requirements of the Regulations and the council's Procurement Rules.

On completion of the procurement process the contract may be awarded to the highest scoring tenderer subject to the tender providing value for money for the council.

The decision to award the contract is a key decision and above the Corporate Director's delegated financial level. The Executive may delegate the award of the contract to the Corporate Director (paragraph 8.1, Part 3 of the Constitution).

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

An Environment impact scoping exercise has been carried out and it was identified that the proposals in this report would have no impact on the following;

Use of natural resources

Traffic and Transportation

Waste and recycling

Climate change adaptation

Biodiversity

Pollution

There will be energy use to power the IT requirements such as Network servers. The tenderers will be asked about their commitment to using sustainable energy sources for service delivery.

#### **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.

A resident impact assessment was completed on 18 August 2020 and no adverse impacts were identified. The RIA is attached at Appendix 1.

### **5. Reason for recommendations**

- 5.1 Pay by phone is the only method at point of parking for paying for short stay parking in the borough and it is a necessity to establish a new contract in place for 01 August 2021 to allow continuation of the service.

## Appendices

- Appendix 1 - Resident Impact Assessment

**Background papers:** None

Final report clearance:

### Signed by:



5.1.21

Executive Member for Environment & Transport      Date

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# Resident Impact Assessment

## Pay by Phone Contract 2021-0005

### Service Area: Public Realm, Environment and Regeneration

## 1. What are the intended outcomes of this policy, function etc?

To continue to provide a pay by phone service for short stay parking and visitor voucher parking for residents.

## 2. Resident Profile

Who is going to be impacted by this change i.e. residents/service users/tenants? Please complete data for your service users. If your data does not fit into the categories in this table, please copy and paste your own table in the space below. Please refer to **section 3.3** of the guidance for more information.

		Borough profile	Service User profile
		<b>Total: 206,285</b>	<b>Total:</b>
Gender	Female	51%	No data
	Male	49%	No data
Age	Under 16	32,825	No data
	16-24	29,418	No data
	25-44	87,177	No data
	45-64	38,669	No data
	65+	18,036	No data
Disability	Disabled	16%	No data
	Non-disabled	84%	No data
Sexual orientation	LGBT	No data	No data
	Heterosexual/straight	No data	No data
Race	BME	52%	No data
	White	48%	No data
Religion or belief	Christian	40%	No data
	Muslim	10%	No data
	Other	4.5%	No data
	No religion	30%	No data

	<b>Religion not stated</b>	<b>17%</b>	<b>No data</b>
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### 3. Equality impacts

With reference to the [guidance](#), please describe what are the equality and socio-economic impacts for residents and what are the opportunities to challenge prejudice or promote understanding?

**There are no negative impacts for any members of the community with protected characteristics. The pay by phone service has been operating in the borough since 2008 and was recently extended to resident's visitor vouchers and permissions to park in 2018.**

**We continue to include a cash option in the contract specification which suppliers have to facilitate to ensure those members of the community without a credit/debit card or mobile telephone/internet access can use the service. Traditional scratch card visitor vouchers are still available to purchase for those residents preferring this method.**

### 4. Safeguarding and Human Rights impacts

#### a) Safeguarding risks and Human Rights breaches

Please describe any safeguarding risks for children or vulnerable adults AND any potential human rights breaches that may occur as a result of the proposal? Please refer to **section 4.8** of the [guidance](#) for more information.

**None**

**If potential safeguarding and human rights risks are identified then please contact [equalities@islington.gov.uk](mailto:equalities@islington.gov.uk) to discuss further:**

### 5. Action

How will you respond to the impacts that you have identified in sections 3 and 4, or address any gaps in data or information?

**We will work with the chosen supplier to gather more data on user groups. Whilst the majority of users will not be residents any information gathered will be via a voluntary survey**

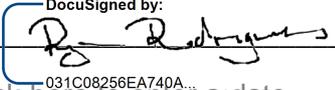
For more information on identifying actions that will limit the negative impact of the policy for protected groups see the [guidance](#).

Action	Responsible person or team	Deadline
Work with chosen supplier to formulate data gathering on user profiles	Asset Team/Supplier	August 2022

Please send the completed RIA to [equalites@islington.gov.uk](mailto:equalites@islington.gov.uk) and also make it publicly available online along with the relevant policy or service change.

**This Resident Impact Assessment has been completed in accordance with the guidance and using appropriate evidence.**

**Staff member completing this form:**

Signed:   
 Date: [Click here to enter a date.](#) 18-08-20 | 14:15 BST

**Head of Service or higher:**

Signed:   
 Date: [Click here to enter a date.](#) 18-08-20 | 14:14 BST

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