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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 in via Zoom on **11 February 2021 at 7.00 pm.**

Link to the meeting: <https://weareislington.zoom.us/j/98416861337>

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Despatched : 3 February 2021

### **Membership**

Councillor Richard Watts  
Councillor Rowena Champion  
Councillor Satnam Gill OBE  
Councillor Sue Lukes  
Councillor Michelline Safi Ngongo  
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 Finance and Performance  
Executive Member for Community Safety  
Executive Member for Children, Young People and Families  
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.

<b>A.</b>	<b>Formal Matters</b>	<b>Page</b>
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Minutes of Previous Meeting	1 - 6
<b>B.</b>	<b>Budget, Performance and Monitoring matters</b>	
4.	Financial Position as at 31 December 2020	7 - 34

5.	Budget Proposals 2021/22 and Medium Term Financial Strategy	35 - 188
a.	Comments of the Policy and Performance Scrutiny Committee on the Budget Proposals and Medium Term Financial Strategy	189 - 192
<b>C.</b>	<b>Decent and genuinely affordable homes for all</b>	
6.	Executive Member Response to the Housing Scrutiny Committee Recommendations on the Capital Major Works Scrutiny Review	193 - 200
<b>D.</b>	<b>Making Islington the best place for all young people to grow up</b>	
7.	School Admission Arrangements 2022/23	201 - 278
<b>E.</b>	<b>Continuing to be a well-run council and making a difference despite limited resources</b>	
8.	Recommendations from the Environment and Regeneration Scrutiny Committee - Behaviour Change Scrutiny Review	279 - 294

**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. 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.

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London Borough of Islington

## **Executive - 21 January 2021**

Minutes of the meeting of the Executive held via Zoom on 21 January 2021 at 7.00 pm.

**Present:**                    **Councillors:**    Watts, Champion, Gill, Lukes, Ngongo,  
O'Halloran, Shaikh, Turan, and Ward

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

**773        APOLOGIES FOR ABSENCE**

No apologies for absence were received.

The Executive welcomed Cllr Michelline Safi Ngongo, who had been appointed as Executive Member for Children, Young People and Families.

**774        DECLARATIONS OF INTEREST**

None.

**775        MINUTES OF PREVIOUS MEETING**

**RESOLVED:**

That the minutes of the previous meeting held on 26 November 2020 be agreed as a correct record and the Chair be authorised to sign them.

**776        FINANCIAL POSITION AS AT 30 NOVEMBER 2020**

**RESOLVED:**

- a) That the breakdown of the forecast General Fund outturn by individual variance at Appendix 1 of the report, and by service area at Appendix 2 of the report, and the currently assumed approach to balancing the General Fund budget in 2020/21 (Section 3 and Table 1 of the report), be noted.
- b) That 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 of the report) be agreed.
- c) That any unallocated balance on the 2020/21 corporate contingency budget at the end of the financial year be transferred to General Fund balances, in line with the MTFS strategy, to increase resilience in the

council's balance sheet and reserves (Paragraph 4.39 of the report), be agreed.

- d) That the forecast in-year HRA deficit of (+£3.235m) (Section 5 and Appendix 2 of the report) be noted.
- e) That the revised in-year capital forecast of £124.351m be noted, and slippage of £65.135m to future financial years be agreed, and that the significant risk of further slippage over the remainder of the financial year (Section 6 and Appendix 3 of the report) be noted.

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

Other options considered – none

Conflicts of interest / dispensations granted – none

777 **BUDGET PROPOSALS 2021-22 AND MEDIUM-TERM FINANCIAL STRATEGY**

**RESOLVED:**

- a) That the latest assumed MTF5 and balanced 2021/22 budget, including the underlying principles and assumptions (Paragraphs 3.1-3.30, Table 1 and Appendix A) be approved and recommended to Council.
- b) That the unprecedented level of uncertainty in the estimates due to COVID-19 and the wider local government funding outlook (Paragraphs 3.31-3.41 of the report) be noted.
- c) That the latest draft 2021/22 net budgets by directorate (Paragraph 3.5, Table 2 and Appendix A of the report) be approved and recommend to Council.
- d) That the 2021/22 savings (Paragraphs 3.42-3.45, Table 6 and Appendices B1-B2 of the report), be approved and recommended to Council, subject to consideration of individual consultations before implementation in some cases.
- e) That the Dedicated Schools Grant (DSG) settlement for 2021/22 and related funding assumptions (Paragraphs 3.46-3.55 of the report) be noted.
- f) That the fees and charges policy and the GF fees and charges for 2021/22 (Paragraphs 3.56-3.63 and Appendices C1-C5 of the report) be approved.
- g) That the policy on GF contingency and reserves, including the target level of GF balances, and the movements to/from earmarked reserves assumed as part of the 2021/22 revenue budget (Paragraphs 3.64-3.72 and Table 7

of the report) be approved and recommended to Council.

- h) 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) be approved and recommended to Council.
- i) That centrally held demographic growth funding be allocated to service budgets if and when the need materialises and approved by the Section 151 Officer. (Paragraph 3.9 of the report) be approved and recommended to Council.

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

- j) That the balanced HRA 2021/22 budget be approved and recommend to Council, and the latest estimates over the 3-year MTFS period be noted (Paragraphs 4.1-4.3, Table 8 and Appendix D1 of the report).
- k) That the HRA rents and other HRA fees and charges for 2021/22 (Paragraphs 4.4-4.30, Tables 9-12 and Appendix D2 of the report) be approved.

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

- l) That the draft 2021/22 to 2023/24 capital programme, including investment in projects related to the council's net zero carbon priority, be approved and recommend to Council, and the latest indicative capital programme for 2024/25 to 2030/21 be noted (Paragraph 5.1-5.5, Table 13 and Appendix E of the report).
- m) That the estimated funding of the 2021/22 to 2023/24 capital programme be noted, and authority be delegated 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 be agreed and recommended to Council (Paragraphs 5.6-5.7 and Table 14 of the report).
- n) 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, be noted (Paragraph 5.8 of the report).

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

- o) 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 - 21 January 2021

Executive on 11 February 2021 and Full Council on 25 February 2021 be noted (Paragraphs 6.1-6.2 of the report).

- p) 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 be agreed (Paragraph 6.3 of the report).
- q) 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 be noted (Paragraphs 6.5-6.6 of the report).
- r) That 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 of the report) be noted.

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

- s) That the Section 151 Officer's report on the robustness of the estimates included in the budget and the adequacy of the proposed financial reserves would be considered when making decisions about the budget and the level of council tax, as required under Section 25(2) of the Local Government Act 2003 be agreed (Paragraphs 7.1-7.9 of the report).
- t) That the Monitoring Officer comments be noted (Paragraphs 7.10-7.14 of the report).
- u) That the Equality Impact Assessment (Paragraphs 7.15-7.17 and Appendix F of the report) be noted and to fully take account of it in approving the overall budget and related proposals.
- v) 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 be noted (Paragraphs 7.18-7.20 of the report).

Reasons for decision – to allow members to set the budget

Other options considered – none

Conflicts of interest / dispensations granted – none

778 **PROCUREMENT STRATEGY FOR SPECIALIST ADAPTATIONS INCLUDING INSTALLATIONS AND REPAIRS FOR DISABLED RESIDENTS**

**RESOLVED:**

- a) That the procurement strategy for Specialist Adaptations including Installations and Repairs for Disabled Residents be approved as outlined in the report.
- b) That authority to award the contract be delegated to the Corporate Director of Housing in consultation with the Executive Member for Housing and Development.

Reasons for decision – to allow the continuity of service for the delivery of Specialist Adaptations including Installations and Repairs for Disabled Residents.

Other options considered – other options considered included delivering the service in-house, collaboration with neighbouring boroughs, and use of an external framework.

Conflicts of interest / dispensations granted – none

779 **PROCUREMENT STRATEGY FOR MENTAL HEALTH ACCOMMODATION PATHWAY SERVICES**

**RESOLVED:**

That the procurement strategy for mental health accommodation services be approved, specifically Option 4 (re-procure via competitive procedure with negotiation) as outlined in the report.

Reasons for decision – to meet current and future needs, increase efficiency, and enable people currently placed in expensive out of area residential care placements to return to borough.

Other options considered – other options considered included re-procuring services in their current form, in-house service delivery, and re-procuring with another borough.

Conflicts of interest / dispensations granted – none

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**PROCUREMENT STRATEGY FOR THE PARKING PAY BY PHONE SERVICE CONTRACT**

**RESOLVED:**

- a) That the procurement strategy for Parking Pay by Phone Service contract be approved as outlined in the report.
- b) That authority to award the contract be delegated to the Corporate Director of Environment and Regeneration in consultation with the Executive Member for Environment and Transport.

Reasons for decision – to allow continuation of the service.

Other options considered – other options considered included the use of an external framework agreement, and a full competitive process solely for Islington.

Conflicts of interest / dispensations granted – none

MEETING CLOSED AT 19.20

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

<b>Meeting of</b>	<b>Date</b>	<b>Ward(s)</b>
Executive	11 February 2021	All

Delete as appropriate	Exempt	Non-exempt
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## **2020/21 BUDGET MONITORING – MONTH 9**

### **1. SYNOPSIS**

- 1.1 This report presents the forecast outturn position for the 2020/21 financial year as at the end of month 9 (31<sup>st</sup> December 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 hardening budget risks over the medium term.
- 1.3 Month 9 saw the introduction of Local Alert Levels Tier 3 and Tier 4 across London and forecasts have been prepared to reflect the financial impact of these restrictions. As the forecasts in this report were prepared and agreed with budget holders before a third national lockdown was announced on 5 January 2021, any impact of the national restrictions will be reflected in the month 10 report. Data from previous national lockdowns and informed assumptions will be used to update the forecasts. Given the unprecedented circumstances and ongoing developments, it is possible that there will be more volatility in the forecasts than would normally be expected towards the end of the financial year.
- 1.4 Overall, the council is currently estimating total COVID-19 related budget pressures of approximately £52m (comprising £16m additional costs and £36m 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 £16m from the government's sales, fees and charges loss scheme and £2m 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 COVID-19 related pressure of (+£42.471m) relating to the current financial year, including forecast Collection Fund losses. It is currently assumed that this will be balanced by the end of the financial year as follows:

- (-£5.065) non COVID-19 related underspends;
- (-£26.043m) COVID-19 general government grant received to date, net of the amount applied in the previous financial year;
- (-£16.491m) 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.
- (-£2.478m) 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.
- (+£2.541m) assumed transfer to the COVID-19 earmarked reserve 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. In light of the announcement of a national lockdown, a further degree of slippage is expected and to be prudent, the forecast has been adjusted centrally to reflect this. The revised forecast outturn is based on the current profile of spend continuing to the end of the year, with further slippage of £31m to future financial years.

## **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 note that officers will work up proposals for the allocation of the Contain Outbreak Management Fund for inclusion in the month 10 report. (**Paragraph 3.32**)
- 2.3. To note the forecast in-year HRA deficit of (+£2.822m). (**Section 4** and **Appendix 2**)
- 2.4. To note that the revised capital budget, reflecting slippage agreed at month 8, is £124.657m with a revised in-year capital forecast of £93.109m. Approval for further slippage will be sought at year-end as part of the 2020/21 financial outturn report. (**Section 5** and **Appendix 3**)
- 2.5. To agree that £0.070m be added to the current year (2020/21) capital programme for works on CCTV replacement at the Town Hall, to be funded from a revenue contribution to capital. (**Paragraph 5.5**)

### 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 9 Total</b>	<b>Month 8 Total</b>	<b>Monthly Move ment</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	(0.196)	0.314	0.319	(0.005)
Environment and Regeneration	21.571	(4.445)	17.126	16.314	0.812
Housing	0.053	(0.053)	0.000	0.000	0.000
People	10.893	0.187	11.080	12.499	(1.419)
Public Health	0.291	(1.175)	(0.884)	(1.430)	0.546
Resources Directorate	5.605	(1.580)	4.025	5.475	(1.450)
<b>DIRECTORATE</b>	<b>38.923</b>	<b>(7.262)</b>	<b>31.661</b>	<b>33.177</b>	<b>(1.516)</b>
Corporate Items	3.876	2.197	6.073	4.196	1.877
<b>IN-YEAR GENERAL FUND</b>	<b>42.799</b>	<b>(5.065)</b>	<b>37.734</b>	<b>37.373</b>	<b>0.361</b>
Collection Fund Losses	4.737	0.000	4.737	11.814	(7.077)
<b>OVERALL GENERAL FUND</b>	<b>47.536</b>	<b>(5.065)</b>	<b>42.471</b>	<b>49.187</b>	<b>(6.716)</b>
COVID-19 grant – Tranches 1-4			(26.043)	(26.043)	0.000
SFC Compensation Full Year Estimate			(16.491)	(15.777)	(0.714)
Assumed Tax Guarantee Scheme			(2.478)	(8.860)	6.382
Transfer to COVID-19 Reserve			2.541	1.493	1.048
<b>Forecast Net Use of General Balances to Fund Overspend</b>			<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b><u>HRA</u></b>					
<b>In-year (Surplus)/Deficit</b>	<b>3.540</b>	<b>(0.718)</b>	<b>2.822</b>	<b>3.235</b>	<b>(0.413)</b>

#### **GENERAL FUND**

##### **Chief Executive's Directorate (+£0.314m, a decrease of -£0.005m since month 8)**

- 3.2. The Chief Executives directorate is currently forecasting a net overspend of (+£0.314m), comprised of (+£0.510m) COVID-19 related budget pressures and a (-£0.196m) 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 (+£17.126m, an increase of +£0.812m since month 8)**

- 3.4. The Environment and Regeneration directorate is currently forecasting a net overspend of (+£17.126m), comprised of (+£21.571m) COVID-19 related budget pressures and a (-£4.446m) 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 £11.529m (an increase of +£1.057m since month 8).
  - 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 £4.820m (an increase of +£0.007m since month 8).
  - 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 £3.824m (an increase of +£0.019m since month 8).
- 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 £1.398m (an increase of +£0.068m since month 8) 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 8) 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.
- 3.8. The move to Tier 3 in December has impacted on our assumptions of the COVID-19 impact on the forecast outturn, particularly around the main income streams. The assumption at the time of finalising the month 9 forecasts was that these restrictions would be in place until the end of January when restrictions would be eased. As we moved into a national lockdown in January, this will lead to a further deterioration of our forecast position. Assumptions are currently being updated and this will be assessed as part of the reported month 10 position.
- 3.9. Initial high level analysis based upon previous lockdown periods indicates the main areas impacted upon will be parking, commercial waste and leisure. There will also be additional costs around the operation of testing and vaccine centres on council sites in addition to additional costs of enforcing lockdown rules. With a current working assumption of the lockdown period extending to the end of March there could be a deterioration in the forecast pressures in parking (up to £3.000m increase increase), leisure (c£0.800m increase) and commercial waste (c.£0.250m increase). However, some of these income losses could be partially compensated through the Sales, Fees and Charges Compensation scheme from the government and the National Leisure Fund Recovery Grant for up to £0.550m could offset this.

### **Housing General Fund (Breakeven position, unchanged since month 8)**

- 3.10. 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).

- 3.11. The Housing directorate is currently forecasting a net breakeven position for the General Fund, comprised of (+£0.053m) COVID-19 related net budget pressures after specific grant funding and (-£0.053m) non COVID-19 related underspends. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**. Within this forecast net breakeven position, there is an assumed (+£1.669m) transfer of specific grants to earmarked reserves, an increase of (+£0.330m since month 8).
- 3.12. 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. The homelessness service had to alter its service provision following a series of central government instructions. MHCLG has provided grants to partly offset these costs. The financial pressure is being met from wider departmental underspends and repurposed grants.
- 3.13. The move to national restrictions has seen cases rise, with a particular spike in COVID-19 related hospital discharges of homeless people. It is expected that the rise in case numbers will continue, but it is projected to be less precipitous overall than previous lockdowns.
- 3.14. 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 £0.041m of VCS contingency funding in earmarked reserves in the current financial year and then additional £0.270m over the next three financial years.
- 3.15. 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.
- 3.16. Islington Lettings remains a cost pressure with long and short-term issues resulting in a high level of ‘write offs’ of uncollected rent. Non-payers are currently estimated to be over 50% of all clients. Legal and administrative difficulties remain into FY20/21. New management and investigations into long standing issues are expected to result in an improved financial position.

**People (+£11.080m, a decrease of £1.419m since month 8)**

- 3.17. The People directorate (comprising Children’s, Employment and Skills and Adult Social Services) is currently forecasting a (+£11.080m) overspend.

**Children’s, Employment and Skills - General Fund (+£6.771m, a decrease of -£0.625m since month 8), Schools (-£0.993m, unchanged since month 8)**

- 3.18. Children’s, Employment and Skills is currently forecasting a net overspend of (+£6.771m), comprised of (+£6.493m) 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**.
- 3.19. The COVID-19 related budget pressures in the department include:
  - (+£2.422m) forecast loss of parental fee income in Children’s Centres, unchanged since month 8;
  - (+£0.150m) legal costs in relation to an increase in emergency child protection orders, unchanged since month 8;

- (+£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, unchanged since month 8;
  - (+£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, unchanged since month 8;
  - (+£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, unchanged since month 8. 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;
  - (+£0.325m) agreed package of support to Isledon to ensure the continued provision of universal youth services across the borough following significant income pressures resulting from Covid-19. Prior to month 9 this had been reported as a COVID-19 budget risk but has now materialised.
  - (+£0.064m) forecast cost pressure due to delays in moving families out of temporary accommodation due to COVID-19, unchanged since month 8; and
  - (+£0.316m) other COVID-19 cost pressures, an increase of +£0.014m since month 8.
- 3.20. The forecast position includes an additional (+£1.642m, a decrease of -£0.964m since month 8) 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.
- 3.21. The impact of the national lockdown announced in January will be reflected in month 10. However, we are expecting increased loss of parental fee income in Children's Centres as the level of provision / take-up of places reduces during this period (this is estimated at a net loss of £0.066m per week); a potential reduction in costs in relation to the SEN transport service if the numbers of children in provision reduces; a reduction in income in the Education Library Service while schools are closed for most children; and additional costs supporting care leavers, foster carers and families with children with disabilities.
- 3.22. The forecast non COVID-19 related net overspends of (+£0.278m), unchanged since month 8, 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. 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.
- 3.23. An underspend of (-£0.993m) is currently forecast on the ring-fenced Dedicated Schools Grant (DSG), unchanged since month 8. This underspend comprises:
- (-£0.094m) underspend against the budget for falling rolls. This forecast may change following the October schools census;
  - (-£0.300m) potential underspend against high needs, 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 ; and
  - (-£0.136m) of other forecast underspends against de-delegated budgets that belongs to maintained schools.

**Adult Social Services (+£4.309m, a decrease of -£0.794m since month 8)**

- 3.24. Adult Social Services is currently forecasting an (+£4.309m) overspend. This is mainly (+£4.400m) attributable to the COVID-19 crisis, with a small underspend of (-£0.091m) in the Adult Social Services base budget. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.
- 3.25. The department is forecasting net COVID-19 related budget pressures of (+£0.852m, a decrease of +£0.103m since month 8) 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 (+£3.548m) relate to:
- PPE costs (+£1.599m, a decrease of -£0.476m since month 8). This is due to all PPE now being purchased through a government portal following their commitment to pay for PPE;
  - Workforce pressures (+£0.853m, a decrease of -£0.412m since month 8). The main reason for this deduction is due to recognising a COVID-19 related underspend that occurred due to day centres being closed;
  - Loss of client contributions (+£1.096m, unchanged since month 8).
- 3.26. 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.

- 3.27. 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 (-£0.884m, a movement of +£0.546m since month 8)**

- 3.28. Public Health is funded via a ring-fenced grant of £26.563m for 2020/21. The directorate is currently forecasting a net underspend of (-£0.844m), comprised of (+£0.291m) COVID-19 related budget pressures and (-£1.175m) 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.

- 3.29. 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.

- 3.30. The forecast non COVID-19 related net underspends of (-£1.175m), are detailed below:

- Additional procurement savings in the Substance Misuse division (-£0.163m, unchanged since month 8);
- More efficient procurement in the Sexual Health division due to changes in baseline tariffs (-£0.378m, a movement of -£0.585m since month 8);
- Underspend of (-£0.642m, a movement of -£0.022m since month 8) on public health grant uplift following work with the NHS providers on the NHS pay awards;
- Further small overspends totalling (+£0.008m).

- 3.31. 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 £0.923m has been allocated to date across financial years 2020/21 and 2021/22 and further proposals are currently being worked up to allocate the remaining grant.

- 3.32. The council is also receiving funding from the Contain Outbreak Management Fund (COMF) whereby authorities receive amounts each month based on tier level. 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 £2.6m from the COMF. It is recommended that officers work up proposals for the allocation of this grant for inclusion in the month 10 report.

**Resources (+£4.025m, a decrease of -£1.450m since month 8)**

- 3.33. The Resources directorate is currently forecasting a net overspend of (+£4.025m), comprised of (+£5.605m) COVID-19 related budget pressures and a (-£1.580m) non-COVID-19 related underspend. This is detailed by key variance in **Appendix 1** and summarised by division in **Appendix 2**.

- 3.34. The most significant COVID-19 budget pressure in the directorate is an estimated (+£1.270m, an increase of +£0.003m since month 8) 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 8). In addition, there are estimated potential costs of (+£0.235m, an increase of +£0.074m since month 8) related to the re-opening and cleanliness standards of the Assembly Hall.

- 3.35. Further COVID-19 related income losses are estimated in relation to court costs (+£0.700m, unchanged since month 8) and legal income from planning and property matters (+£0.420m, an increase of +£0.301m since month 8).
- 3.36. Additional costs of (+£1.972m, a decrease of -£0.015m since month 8) are estimated in relation to IT infrastructure projects due to increased home working and additional support/maintenance costs.
- 3.37. The increase in non COVID-19 related underspend is due a contingency budget for emergency repairs that is currently estimated at £1.000m will not be called upon in the current financial year.

**Corporate (+£6.073m, a movement of +£1.877m since month 8)**

- 3.38. The latest corporate items forecast is a (+£6.073m) overspend, comprising (+£3.876m) COVID-19 related pressures and non COVID-19 related net pressures of (+£2.197m). Key corporate variances are set out in **Appendix 1** and summarised by area of the corporate budget in **Appendix 2**.
- 3.39. COVID-19 related corporate budget pressures include +£0.619m (an increase of +£0.202m since month 8) estimated additional costs of running the 'We are Islington' support service that are not reflected in directorate forecasts, +£1.082m (unchanged since month 8) estimated pressure in relation to mortality management costs allocated across London councils.
- 3.40. Unchanged from month 8, 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.
- 3.41. 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 and related corporate budget risks, 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;
  - (-£1.250m) underspend on assumed contract inflation (£0.750m one-off, £0.500m ongoing); and
  - (+£3.084m, an increase of +£1.675m since month 8) previously assumed drawdowns from earmarked reserves that now need to be maintained in reserves in light of COVID-19 related budget pressures and hardening budget risks over the medium term.
- 3.42. In line with the MTFs strategy and as agreed by the Executive as part of the month 8 budget monitoring report, it is assumed that any unallocated balance on the 2020/21 corporate contingency budget at the end of the financial year is transferred to General Fund balances.

**Council Tax and Business Rates Losses (+£4.737m, comprising +£1.433m council tax and +£3.304m business rates)**

- 3.43. COVID-19 is also leading to significant council tax income and business rates income losses in 2020/21 that will impact on future year budgets. The government has announced that these losses will be spread over 3 years (2021/22 to 2023/24) and a Tax Guarantee scheme which

will compensate local authorities for 75% of 'exceptional' Collection Fund losses relating to the current financial year.

- 3.44. The latest council tax forecast is a £1.824m exceptional COVID-19 deficit to be shared between the council (£1.433m) and GLA (£0.391m) and spread over the 3 years 2021/22 to 2023/24. The 75% Tax Guarantee scheme for council tax losses is limited to reductions in the council tax base and specifically does not cover collection losses. Due to wider growth in the council's taxbase over the past year, the council is not expected to receive any compensation for the council's share of COVID-19 related council tax losses. Therefore, these losses (latest estimate £1.433m) will be borne in full by the council.
- 3.45. The latest business rates forecast, after government grant funding for COVID-19 business rates reliefs, is an exceptional deficit of £11.103m, of which the council's 30% share is £3.304m. This will spread over the 3 years 2021/22 to 2023/24 and it is assumed that 75% (£2.478m) will be funded by the government's Tax Guarantee scheme, leaving a net council shortfall of £0.826m.
- 3.46. In total, this means a forecast transfer of £2.259m to earmarked reserves for the future year budget impact of current year council tax losses (+£1.433m) and business rates losses (+£0.826m) not covered by the government's Tax Guarantee scheme.
- 3.47. Whilst there is a significant movement since month 8 in the forecast Collection Fund losses and compensation from the Tax Guarantee scheme, the net movement between these two elements is a (-£0.695m) decrease in the forecast net council losses since month 8. This reflects greater clarity on the overall Collection Fund position, the mechanics of the Tax Guarantee scheme and the required accounting treatment.
- 3.48. There have been reports in the press and indications from the Valuation Office Agency (VOA) that they are working with Rating Agents to agree reductions to rateable values across a wide variety of sectors in response to the effects of the pandemic. Whilst the VOA has recently confirmed that discussion have been suspended to gather further evidence, the eventual result of these discussions is expected to be a temporary Material Change in Circumstance (MCC) reduction which could apply to almost every property sector including offices, retail, airports, stadiums, car parks and factories. The effect could result in reductions in both 2020/21 and 2021/22.
- 3.49. 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 net 25% loss would not impact until the 2022/23 budget (due to Collection Fund accounting arrangements). For 2021/22, in the absence of government support, this is a significant funding risk for the council and in theory could see the council lose retained business rates funding down to the level of the business rates retention safety net (anything up to a £15.1m funding loss). 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 within the council's reserves and any ongoing implications reflected as part of the base budget assumptions thereafter.

#### **4. HOUSING REVENUE ACCOUNT (HRA)**

- 4.1. A COVID-19 related in-year deficit of (+£2.822m) is currently forecast for the HRA, (a decrease of -£0.413m since month 8) 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 (+£1.490m, a decrease of -£0.275m since month 8) 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);
  - Other (+£0.020m).
- 4.4. These COVID-19 HRA pressures are partially offset by non COVID-19 related HRA underspends (-£0.718m, a decrease of -£0.138m since month 8).

## **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. The month 9 report was prepared prior to the announcement of a national lockdown, however where slippage is known or expected on specific forecasts this has been reflected in forecasts. In light of the announcement, a further degree of slippage is expected and to be prudent, the forecast has been adjusted centrally to reflect this. The revised forecast outturn is based on the current profile of spend continuing to the end of the year.
- 5.3. At the end of month 9 £69.832m of expenditure had been incurred against the revised 2020/21 capital forecast of £93.109m. In addition to identified slippage of £17.878m against specific projects, the capital forecast has been adjusted at a programme level by a further £13.670m. This is in light of the recent further COVID-19 lockdown restrictions which are expected to lead to further slippage but where the impact is not yet fully quantifiable. The forecast of £93.109m is based on the current profile of spend continuing to the end of the year.
- 5.4. The overall position is summarised by directorate in **Table 2** and by project in **Appendix 3** below.

**Table 2 – 2020/21 Capital Programme**

<b>Directorate</b>	<b>2020/21 Budget* £m</b>	<b>Month 9 Spend to Date £m</b>	<b>2020/21 Forecast Outturn £m</b>	<b>Forecast Variance / Slippage £m</b>
Environment and Regeneration	18.621	7.990	15.359	3.262
Housing	97.550	58.900	84.942	12.608
People	6.371	2.568	5.561	0.810
Resources	2.115	0.374	0.917	1.198
<b>Total</b>	<b>124.657</b>	<b>69.832</b>	<b>106.779</b>	<b>17.878</b>
Further Estimated COVID-19 Related Slippage			(13.670)	13.670
<b>Revised Total</b>			<b>93.109</b>	<b>31.548</b>
*The current budget has been amended to reflect the slippage which was approved as part of the month 8 report to Executive on 21 January 2021.				

- 5.5. The largest variance relates to the Housing New Build programme (slippage of £12.608m), with construction sites impacted by COVID-19 alongside disruption to the supply chain. Additionally, in the run-up to the international EU Exit agreement being reached, some schemes took longer to enter into contract due to EU Exit-related clauses.
- 5.6. 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.
- 5.7. Capital works are required to replace the CCTV cameras and infrastructure at the Town Hall. Undertaking this work in 2020/21 while the Town Hall is empty is beneficial and so it is recommended that £0.070m be added to the current year (2020/21) capital programme. It is proposed that £0.020m of this will be funded from a contribution from the Mayor of London's Violence Reduction Unit and £0.050m from a revenue contribution to capital that is already reflected in the revenue budget forecast. This project is expected to incur capital costs of £0.080m in 2021/22, which will be funded from the council's 2021/22 central capital budget allocation for compliance and modernisation work.

## **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:**



3 February 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 9**

Division	Type of Variance	Description	Over/(Under) Spend Month 9 £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	Non COVID-19 Cost Pressure	Net overspend on salaries.	0.007
Communications	Non COVID-19 Cost Pressure	Net overspend on salaries and agency costs	0.006
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	0.007
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	(0.195)
Strategy & Change	Non COVID-19 Cost Pressure	Net overspend on employee costs	0.003
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>0.314</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	0.092
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	0.112
Public Realm	COVID-19 Additional Cost	Personal Protective Equipment (PPE) and flyers	0.142
Public Realm	COVID-19 Additional Cost	Additional costs as a result of overtime and allowances within the Greenspace & Leisure service	0.182
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.	0.417
Public Protection	COVID-19 Loss of Income	Land Charges	0.112
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	0.552
Public Realm	COVID-19 Loss of Income	Parking related income around PCNs, P&D, Permits & Vouchers and Suspensions	11.529
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	0.024
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	0.124
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	0.415
Planning & Development	Non COVID-19 Cost Pressure	Net underspend on licences, advertising, printing costs, activities and other supplies & services.	0.016
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 underspend on employee costs as a result of vacancies netted off by the vacancy factor	(0.095)
Public Protection	Non COVID-19 Cost Pressure	Net overspend on running costs and legal costs within the division	0.007
Public Protection	Underspend	Net additional income mainly as a result of income from trading standards monetary penalties and licensing income.	(0.062)
Public Realm	Underspend	Net underspend on employee costs within Greenspace & Leisure (including vacancy factor)	(0.194)
Public Realm	Underspend	Net underspend 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	(0.013)
Public Realm	Underspend	Net underspend in income mainly as a result of additional tree works income/s106	(0.212)
Public Realm	Non COVID-19 Cost Pressure	Additional employee costs mainly due to the vacancy factor and agency costs in Fleet & Depots	0.045
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	0.131
Public Realm	Underspend	Net underspend on employee costs within Highways (including vacancy factor)	(0.484)
Public Realm	Non COVID-19 Cost Pressure	Net overspend on running costs within Highways & Energy Services	0.129
Public Realm	Underspend	Improved position of income within Highways & Energy Services	(0.069)
Public Realm	Non COVID-19 Cost Pressure	Slight underspend on general services within Parking	(0.095)
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	(0.509)
Public Realm	Underspend	Net underspend on running costs mainly as a result of transport recharges and training	(0.241)
Public Realm	Underspend	Additional income within Street Environmental Services	(0.707)
Public Realm	Underspend	Net employee underspend and running cost underspend within Traffic & Engineering	(0.450)
Public Realm	Underspend	Acceleration of Low Traffic Neighbourhood and School Streets programmes	(2.548)
<b>Total E&amp;R</b>			<b>17.126</b>
<i>Of which CV-19 pressures</i>			<i>21.571</i>
<b>HOUSING</b>			
Housing Needs	Non COVID-19 Cost Pressure	Legal Costs	0.292
Housing Needs	Non COVID-19 Cost Pressure	Islington Lettings	0.366
Housing Needs	Underspend	Bad Debt	(0.110)
Housing Needs	Non COVID-19 Cost Pressure	SHPS (Single Persons Homelessness Prevention Scheme)	0.418
Housing Needs	Non COVID-19 Cost Pressure	Temporary Accommodation: Nightly Booked/PSL	0.224
Housing Needs	Underspend	Specialist Support Team	(0.201)
Housing Needs	Underspend	Staffing/Other	(0.581)
NRPF	Underspend	NRPF Services (Statutory and Commercial)	(0.461)
Housing Needs	COVID-19 Additional Cost	Homelessness services	0.409

**Appendix 1: 2020/21 General Fund Key Variances - Month 9**

Division	Type of Variance	Description	Over/(Under) Spend Month 9 £m
Housing Needs	COVID-19 Additional Cost	Rough sleeping - accommodating and supporting those brought into alternative accommodation	0.583
Housing Needs	COVID-19 Additional Cost	Housing - other excluding HRA	0.430
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	(1.479)
<b>Total Housing</b>			<b>0.000</b>
<i>Of which CV-19 pressures</i>			<i>0.053</i>
<b>CHILDREN, EMPLOYMENT AND SKILLS (CES)</b>			
Youth and Communities	Underspend	Uncommitted growth funding in relation to VAWG. This has 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 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	Agreed package of support to Isledon to ensure the continued provision of universal youth services across the borough following significant income pressures resulting from Covid-19.	0.325
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	Sunk costs in relation to Upward Bound that are not recoverable due to COVID-19	0.014
Learning and Schools	COVID-19 Additional Cost Risk	Additional COVID-19 cost risks in the division	0.724
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>6.771</b>
<i>Of which CV-19 pressures</i>			<i>6.493</i>
<b>ADULT SOCIAL SERVICES</b>			
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care – workforce pressures	0.853
Integrated Community Services	COVID-19 Additional Cost	COVID-19 Hospital Discharge Service Placements	6.711
Integrated Community Services	COVID-19 External Funding	COVID-19 Hospital Discharge Service Placements Costs: Assumed income from NHS	(6.711)

**Appendix 1: 2020/21 General Fund Key Variances - Month 9**

Division	Type of Variance	Description	Over/(Under) Spend Month 9 £m
Integrated Community Services	Underspend	Memory Cognition, Physical Support Placements and Mental Health	(0.062)
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care – supporting the market	2.006
Learning Disabilities	COVID-19 Additional Cost	Additional care packages in LD to replace day services	0.648
Integrated Community Services	COVID-19 External Funding	Infection Control Grant	(1.830)
Integrated Community Services	COVID-19 Additional Cost	Adult Social Care - Personal Protective Equipment (PPE)	1.599
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	(0.013)
In House Services	Non COVID-19 Cost Pressure	Reablement Staffing	0.030
Strategy & Commissioning	Non COVID-19 Cost Pressure	Integrated Community Equipment Service Pooled Budget	0.058
Strategy & Commissioning	Underspend	Commissioning Staffing Vacancies	(0.141)
Strategy & Commissioning	Non COVID-19 Cost Pressure	Intermediate Care Staffing	0.027
Adult Social Care	Non COVID-19 Cost Pressure	Adult Social Care Management Costs	0.010
<b>Total Adult Social Services</b>			<b>4.309</b>
<i>Of which CV-19 pressures</i>			<i>4.400</i>
<b>Total People</b>			<b>11.080</b>
<i>Of which CV-19 pressures</i>			<i>10.893</i>
<b>PUBLIC HEALTH</b>			
Children & Young People	Non COVID-19 Cost Pressure	Minor Staffing Movement Costs	0.008
Other Public Health	Underspend	Efficiencies in the Public Health grant uplift	(0.642)
Sexual Health	Underspend	Activity has considerably dropped this year which has resulted in LBI paying less to providers. The department has now negotiated and agreed baseline tariffs with the providers. The service also received £321k in Prep funding this year.	(0.378)
Substance Misuse	Underspend	Procurement efficiencies delivered additional savings.	(0.163)
Sexual Health	COVID-19 Additional Cost	Mainly due to an increase in online access to STI testing and treatment and online contraception	0.291
<b>Total Public Health</b>			<b>(0.884)</b>
<i>Of which CV-19 pressures</i>			<i>0.291</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.	1.270
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.	1.972
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
Digital Services	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	0.042
Resources Others (departement as a whole Underspend)		Includes corporate support for legal case management system	(1.580)
<b>Total Resources</b>			<b>4.025</b>
<i>Of which CV-19 pressures</i>			<i>5.605</i>
<b>Directorates Total</b>			<b>31.661</b>
<i>Of which CV-19 pressures</i>			<i>38.923</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	0.619
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	In-year budget pressure in relation to previously budgeted drawdowns from earmarked reserves that now needs to be maintained in reserves in light of COVID-19 related budget pressures and hardening budget risks over the medium term.	3.084
<b>Total Corporate Items</b>			<b>6.073</b>
<i>Of which CV-19 pressures</i>			<i>3.876</i>
<b>IN-YEAR GENERAL FUND</b>			<b>37.734</b>
<i>Of which CV-19 pressures</i>			<i>42.799</i>
<b>COVID-19 Collection Fund Losses</b>			<b>4.737</b>
<b>OVERALL GENERAL FUND</b>			<b>42.471</b>
<i>Of which CV-19 pressures</i>			<i>47.536</i>
COVID-19 Grant (net of amount applied in 2019/20)			(26.043)
SFC Compensation Full Year Estimate			(16.491)
Assumed Tax Guarantee Scheme Compensation			(2.478)
Transfer to COVID-19 Reserve			2.541
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 9**

GENERAL FUND						Forecast	Month to
	Expenditure Budget	Income Budget	Net Budget	Forecast Outturn	Over/(Under) Spend Month 9	Over/(Under) Spend Previous Month	Month Change
	£m	£m	£m	£m	£m	£m	£m
<b>CHIEF EXECUTIVE'S DIRECTORATE</b>							
Chief Executive's Office	0.430	(0.342)	0.088	0.108	0.020	0.011	0.009
Communications and Change	2.017	(1.016)	1.002	0.991	(0.011)	0.001	(0.012)
Community Wealth Building	3.613	(3.377)	0.236	0.544	0.308	0.304	0.004
Strategy & Change	0.843	(0.119)	0.724	0.721	(0.003)	0.002	(0.005)
<b>Total Chief Executive's</b>	<b>6.902</b>	<b>(4.853)</b>	<b>2.049</b>	<b>2.363</b>	<b>0.314</b>	<b>0.319</b>	<b>(0.005)</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	1.347	(1.848)	(0.501)	(0.501)	0.000	0.000	0.000
Planning and Development	5.945	(4.864)	1.081	1.587	0.506	0.502	0.004
Public Protection	15.289	(10.793)	4.496	5.478	0.982	1.011	(0.029)
Public Realm	87.771	(76.928)	10.843	26.481	15.638	14.801	0.837
<b>Total E&amp;R</b>	<b>110.352</b>	<b>(94.433)</b>	<b>15.919</b>	<b>33.045</b>	<b>17.126</b>	<b>16.314</b>	<b>0.812</b>
<i>Of which CV-19 pressures</i>					<i>21.571</i>	<i>20.420</i>	<i>1.151</i>
<b>HOUSING</b>							
Temporary Accommodation (Homelessness Direct)	12.311	(9.248)	3.063	3.270	0.207	0.173	0.034
Housing Needs (Homelessness Indirect)	4.115	(2.417)	1.698	1.643	(0.055)	(0.103)	0.048
Housing Strategy and Development	0.073	0.000	0.073	0.067	(0.006)	(0.006)	0.000
Housing Administration	1.135	(0.217)	0.918	1.000	0.082	(0.001)	0.083
No Recourse to Public Funds	1.435	(0.260)	1.175	0.947	(0.228)	(0.063)	(0.165)
Voluntary and Community Services (VCS)	3.721	(0.925)	2.796	2.796	0.000	0.000	0.000
<b>Total Housing</b>	<b>22.790</b>	<b>(13.067)</b>	<b>9.723</b>	<b>9.723</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>
<i>Of which CV-19 pressures</i>					<i>0.053</i>	<i>0.085</i>	<i>(0.032)</i>
<b>CHILDREN, EMPLOYMENT AND SKILLS (CES)</b>							
Youth and Communities	8.998	(3.219)	5.779	5.954	0.175	0.300	(0.125)
Safeguarding and Family Support	55.376	(12.569)	42.807	45.035	2.228	2.228	0.000
Learning and Schools (non DSG element)	235.546	(208.622)	26.924	29.983	3.059	3.559	(0.500)
Partnership and Service Support	6.825	(2.927)	3.898	4.951	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	8.515	(3.609)	4.906	5.162	0.256	0.256	0.000
Health Commissioning	1.966	(0.925)	1.041	1.041	0.000	0.000	0.000
<b>Total CES</b>	<b>318.448</b>	<b>(234.152)</b>	<b>84.296</b>	<b>91.067</b>	<b>6.771</b>	<b>7.396</b>	<b>(0.625)</b>
<i>Of which CV-19 pressures</i>					<i>6.493</i>	<i>7.118</i>	<i>(0.625)</i>
<b>ADULT SOCIAL SERVICES</b>							
Adult Social Care	3.678	(21.656)	(17.978)	(17.968)	0.010	0.033	(0.023)
Integrated Community Services	49.860	(19.553)	30.307	33.997	3.690	4.233	(0.543)
In House Services	9.899	(2.419)	7.480	7.497	0.017	0.339	(0.322)
Learning Disabilities	33.543	(7.632)	25.911	26.559	0.648	0.545	0.103
Strategy and Commissioning	41.497	(21.581)	19.916	19.860	(0.056)	(0.047)	(0.009)
<b>Total Adult Social Services</b>	<b>138.477</b>	<b>(72.841)</b>	<b>65.636</b>	<b>69.945</b>	<b>4.309</b>	<b>5.103</b>	<b>(0.794)</b>
<i>Of which CV-19 pressures</i>					<i>4.400</i>	<i>5.185</i>	<i>(0.785)</i>
<b>Total People</b>	<b>456.925</b>	<b>(306.993)</b>	<b>149.932</b>	<b>161.012</b>	<b>11.080</b>	<b>12.499</b>	<b>(1.419)</b>
<i>Of which CV-19 pressures</i>					<i>10.893</i>	<i>12.303</i>	<i>(1.410)</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	1.597	0.008	(0.033)	0.041
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)	-20.063	(0.605)	(0.606)	0.001
Sexual Health	6.184	(0.775)	5.409	5.267	(0.142)	(0.646)	0.504
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>(0.884)</b>	<b>(0.884)</b>	<b>(1.430)</b>	<b>0.546</b>
<i>Of which CV-19 pressures</i>					<i>0.291</i>	<i>0.393</i>	<i>(0.102)</i>
<b>RESOURCES</b>							
Directorate	0.874	0.000	0.874	0.970	0.096	0.097	(0.001)
Digital Services and Transformation	18.220	(5.013)	13.207	15.679	2.472	1.987	0.485
Financial Management and Property	6.117	(4.138)	1.979	1.929	(0.050)	0.001	(0.051)
Financial Operations	237.640	(218.876)	18.764	19.923	1.159	3.145	(1.986)
Health and Safety	1.102	(0.380)	0.722	0.722	0.000	0.000	0.000
Internal Audit	0.694	0.000	0.694	0.551	(0.143)	(0.138)	(0.005)
Law and Governance	6.821	(3.558)	3.263	3.583	0.320	0.199	0.121
Human Resources	3.141	(1.685)	1.456	1.627	0.171	0.184	(0.013)
<b>Total Resources</b>	<b>274.609</b>	<b>(233.650)</b>	<b>40.959</b>	<b>44.984</b>	<b>4.025</b>	<b>5.475</b>	<b>(1.450)</b>
<i>Of which CV-19 pressures</i>					<i>5.605</i>	<i>5.694</i>	<i>(0.089)</i>
<b>Directorates Total (excluding CV-19)</b>	<b>901.419</b>	<b>(682.837)</b>	<b>218.582</b>	<b>250.243</b>	<b>31.661</b>	<b>33.176</b>	<b>(1.515)</b>
<i>Of which CV-19 pressures</i>					<i>38.923</i>	<i>39.405</i>	<i>(0.482)</i>

**Appendix 2: 2020/21 Budget Monitoring by Service Area - Month 9**

	Expenditure Budget	Income Budget	Net Budget	Forecast Outturn	Over/(Under) Spend Month 9	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	(0.093)	0.000	(0.093)	3.896	3.989	5.196	(1.207)
Transfer to/(from) Reserves	9.944	0.000	9.944	13.028	3.084	0.000	3.084
Appropriations and Technical Accounting Entries	0.000	(25.960)	(25.960)	(25.960)	0.000	0.000	0.000
Contingency	4.140	0.000	4.140	4.140	0.000	0.000	0.000
<b>Total Corporate Items</b>	<b>55.533</b>	<b>(274.115)</b>	<b>(218.582)</b>	<b>(212.509)</b>	<b>6.073</b>	<b>4.196</b>	<b>1.877</b>
<i>Of which CV-19 pressures</i>					<i>3.676</i>	<i>3.674</i>	<i>0.002</i>
<b>IN-YEAR GENERAL FUND</b>	<b>956.952</b>	<b>(956.952)</b>	<b>(0.000)</b>	<b>37.734</b>	<b>37.734</b>	<b>37.372</b>	<b>0.362</b>
<i>Of which CV-19 pressures</i>					<i>42.599</i>	<i>43.079</i>	<i>(0.480)</i>
<b>Collection Fund Losses</b>					<b>4.737</b>	<b>11.814</b>	<b>(7.077)</b>
<b>OVERALL GENERAL FUND</b>					<b>42.471</b>	<b>49.186</b>	<b>(6.715)</b>
<i>Of which CV-19 pressures</i>					<i>47.336</i>	<i>54.893</i>	<i>(7.557)</i>
COVID-19 Grant (net of amount applied in 2019/20)					(26.043)		
SFC Income Compensation Full Year Estimate					(16.491)		
Assumed Tax Guarantee Scheme Compensation					(2.478)		
Transfer to COVID-19 Reserve					2.541		
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 9**

<b>HOUSING REVENUE ACCOUNT(HRA)</b>					
<b>Service Area</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Over/(Under) Spend Month 9</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)	(0.395)	(0.000)
Tenant Service Charges	(18.421)	(18.521)	(0.100)	(0.100)	(0.000)
Non Dwelling Rents	(1.600)	(1.225)	0.375	0.375	0.000
Heating Charges	(2.578)	(1.188)	1.390	1.390	0.000
Leaseholder Charges	(15.173)	(14.810)	0.363	0.275	0.088
Parking Income	(2.350)	(2.175)	0.175	0.175	0.000
PFI Credits	(22.855)	(22.855)	0.000	0.000	0.000
Interest Receivable	(0.750)	(0.900)	(0.150)	(0.150)	0.000
Contribution from the General Fund	(0.816)	(0.816)	0.000	0.000	0.000
Other Income	(1.500)	(2.500)	(1.000)	(1.000)	0.000
<b>Income</b>	<b>(223.019)</b>	<b>(222.361)</b>	<b>0.658</b>	<b>0.570</b>	<b>0.088</b>
Repairs and Maintenance	34.190	36.190	2.000	2.000	0.000
General Management	52.313	53.298	0.985	0.000	0.985
PFI Payments	44.233	43.533	(0.700)	0.000	(0.700)
Special Services	25.346	23.846	(1.500)	(1.500)	0.000
Rents, Rates, Taxes & Other Changes	0.990	1.105	0.115	0.115	(0.000)
Capital Financing Costs	17.926	17.139	(0.787)	0.000	(0.787)
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>225.182</b>	<b>2.163</b>	<b>3.115</b>	<b>(0.952)</b>
<b>(Surplus)/Deficit</b>	<b>(0.000)</b>	<b>2.821</b>	<b>2.821</b>	<b>3.235</b>	<b>(0.414)</b>

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**Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 9**

Directorate/Scheme	2020/21										Prior Month Forecast
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Reason for Variance	Expenditure to Date	2020/21 Forecast Spent to Date	Explanation of Forecast		
	£m	£m	£m	£m	£m	Dropdown	£m	%	If % of Forecast Spent to Date - Red/Amber, please provide explanation If there is a forecast variance, please provide explanation		
<b>ENVIRONMENT AND REGENERATION</b>											
Cemeteries	0.000	0.016	0.016	0.016	0.000		(0.021)	(131.3%)	Negative spend is an accrual that will be cleared - delays in contractor invoicing which will be resolved in 2020/21.		0.016
Bunhill Energy Centre Phase 2	1.026	1.990	3.016	2.477	(0.539)	Reprofiling - Non CV-19	1.004	40.5%	Bunhill Energy Centre Phase 2 will be substantially completed by March. The total budget for the project is £16.311m and there is a forecast reprofiling of £0.539m in relation to the City Forum connection which is under discussion with Berkeley Homes.		3.016
Greenspace	0.000	0.664	0.664	0.643	(0.021)	Reprofiling - Non CV-19	0.342	53.2%	In-year budget changes largely relate to allocation of S106/CIL funds from placeholder offset by budget slippage on Whittington Park Community Centre (£0.324m) as the project is now on hold due to lack of funding and Highbury Fields pitches (£0.220m) as project currently not fully funded.		0.664
Highways	1.400	0.784	2.184	2.184	0.000		0.962	44.0%			2.184
Leisure (Maintenance and Investment)	0.288	0.092	0.380	0.138	(0.242)	Reprofiling - Largely CV-19	0.075	54.3%	Forecast reprofiling of £0.242m with full spend on the maintenance programme dependent on review of leisure services and no investment planned in 2020/21 due to Covid-19.		0.380
Section 106/CIL Funded Schemes	5.000	(2.750)	2.250	0.244	(2.006)	Reprofiling - Non CV-19	0.003	1.2%	Forecast reprofiling of £2.006m as all projects for 2020/21 have now been agreed. This is a S106/CIL placeholder budget agreed on an annual basis and as budgets for new projects are agreed they are allocated from the £5.000m.		2.250
Council Building Renovation (Special Projects)	0.000	0.328	0.328	0.328	0.000		0.002	0.6%	Majority of spend relating to 222 Upper St generators and Clerkenwell Green public toilets expected in Q4, some slippage on projects relating to Waste Recycling Centre (£0.085m); on track for completion in early 21/22.		0.328
Traffic and Engineering	2.500	(0.868)	1.632	1.632	0.000		1.648	101.0%	In year budget changes largely relate to reprofiling on various minor works projects due to Covid-19, prioritisation of People Friendly Streets (PFS) and contractor resource pressures. Current net spend of 101% will reduce following award of TfL Local Implementation Funding.		1.632
People Friendly Streets (Including Traffic Enforcement)	3.000	0.050	3.050	3.050	0.000		2.593	85.0%			3.050
Vehicle Replacement	2.000	0.278	2.278	2.278	0.000		0.709	31.1%	Spend to date behind profile partly due to manufacturer delays due to Covid, is some risk of further slippage due to further recent Covid restrictions.		2.278

**Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 9**

Directorate/Scheme	2020/21										Prior Month Forecast
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Reason for Variance	Expenditure to Date	2020/21 Forecast Spent to Date	Explanation of Forecast		
	£m	£m	£m	£m	£m	Dropdown	£m	%	If % of Forecast Spent to Date - Red/Amber, please provide explanation If there is a forecast variance, please provide explanation		
Sobell Leisure Centre	0.445	0.000	0.445	0.000	(0.445)	Reprofiling - Non CV-19	0.000	100.0%	Forecast reprofiling of £0.445m following decision to procure Sobell works together with works to Finsbury Leisure Centre and Cally Roof to maximise value for money to the council.		0.445
Cally Pool	0.250	(0.250)	0.000	0.000	0.000		0.000	100.0%	Budget slippage of £0.250m as the project is on hold pending review of leisure services.		0.000
New River Walk	0.450	(0.403)	0.047	0.047	0.000		0.000	0.0%	Spend of £0.047m forecast in year; majority of budget slipped into 2021/22 as a consequence of delays caused by ecological impact studies.		0.047
Playground Water Features	0.450	(0.030)	0.420	0.420	0.000		0.420	100.0%			0.420
Highbury Bandstand/Highbury Fields	0.250	(0.245)	0.005	0.005	0.000		0.000	0.0%	Majority of budget (£0.245m) previously slipped to 2021/22 following delays from Covid-19 which impacted on recruitment.		0.005
Bingfield Park (Including Crumbles Castle Legacy)	0.250	(0.243)	0.007	0.007	0.000		0.007	100.0%	Prior budget slippage of £0.243m following delays due to changes in overall project scope.		0.007
Wray Crescent Cricket Pavilion	0.130	(0.130)	0.000	0.000	0.000		0.000	100.0%	With procurement complete, no spend expected in 2020/21 as project now programmed for 2021/22 so budget has been slipped.		0.000
Tufnell Park All-Weather Pitch	0.300	(0.300)	0.000	0.000	0.000		0.000	100.0%	Following delays caused by shortfall in funding and results of public engagement project will be undertaken in 2021/22.		0.000
Vehicle fleet Electrification	1.500	(1.300)	0.200	0.191	(0.009)	Reprofiling - Non CV-19	0.135	70.7%	Budget slippage of £1.309m consistent with expenditure profile agreed with GLA in October 2020.		0.200
CCTV Upgrade	0.490	0.000	0.490	0.490	0.000		0.000	0.0%	Contractor appointed and full spend expected by March.		0.490
Finsbury Leisure Centre	0.400	(0.350)	0.050	0.050	0.000		0.005	10.0%	Progression of a planning application has been delayed by review of leisure services but work is expected to resume in early 2021/22.		0.050
Economic Development	0.000	0.739	0.739	0.739	0.000		0.006	0.8%			0.739
Transport Planning	0.000	0.000	0.000	0.000	0.000		0.013	100.0%			0.000
CCTV Other	0.000	0.059	0.059	0.059	0.000		0.047	79.7%			0.059
Energy Services	0.000	0.361	0.361	0.361	0.000		0.040	11.1%	£0.361m funding received from Green Homes Grant in partnership with Housing which is forecast to be spent in full by end of March.		0.000
<b>Total Environment and Regeneration</b>	<b>20.129</b>	<b>(1.508)</b>	<b>18.621</b>	<b>15.359</b>	<b>(3.262)</b>		<b>7.990</b>	<b>52.0%</b>			<b>18.260</b>

**Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 9**

Directorate/Scheme	2020/21										Prior Month Forecast
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Reason for Variance	Expenditure to Date	2020/21 Forecast Spent to Date	Explanation of Forecast		
	£m	£m	£m	£m	£m	Dropdown	£m	%	If % of Forecast Spent to Date - Red/Amber, please provide explanation If there is a forecast variance, please provide explanation		
<b>HOUSING</b>											
<b>Housing Revenue Account</b>											
Major Works and Improvements	38.438	(12.838)	25.600	25.600	0.000		21.000	82.0%	On track for full year spend against current budget, reduced from original budget with 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. These contracts have now been awarded & are due to commence mobilisation very soon.		25.600
New Build Programme	59.639	(26.739)	32.900	24.980	(7.920)	Reprofiling - Largely CV-19	13.700	54.8%	Historically New Build spend at M9 is around 60% of outturn - a further review of scheme progress has been carried out and the majority (82%) of remaining forecast spend is assigned to schemes on site. There are no outstanding issues so not withstanding the ongoing uncertainty with regards to the impact of Covid and also EU Exit, there is reasonable confidence that the forecast represents a realistic outlook.		32.900
Jean Stokes community hub	0.250	(0.250)	0.000	0.000	0.000		0.000	100.0%	Budget previously slipped - whilst project architect has been appointed the original planned submission of a planning application is 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 in 2021/22.		0.000
Temporary Accommodation	23.850	3.900	27.750	27.750	0.000		20.400	73.5%	47 purchases to date and 20 properties where offers have been accepted.		27.750
<b>Housing General Fund</b>											
New Build Open Market Sales	20.169	(8.869)	11.300	6.612	(4.688)	Reprofiling - Largely CV-19	3.800	57.5%	Historically New Build spend at M9 is around 60% of outturn - a further review of scheme progress has been carried out and the majority (82%) of remaining forecast spend is assigned to schemes on site. There are no outstanding issues so not withstanding the ongoing uncertainty with regards to the impact of Covid and also EU Exit, there is reasonable confidence that the forecast represents a realistic outlook.		11.300
<b>Total Housing</b>	<b>142.346</b>	<b>(44.796)</b>	<b>97.550</b>	<b>84.942</b>	<b>(12.608)</b>		<b>58.900</b>	<b>69.3%</b>			<b>97.800</b>
<b>PEOPLE</b>											
Central Foundation School Expansion	0.120	0.331	0.451	0.451	0.000		0.244	54.1%			0.451
Central Library Renovation	0.000	0.408	0.408	0.465	0.057	Overspend	0.446	95.9%	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 £0.086m.		0.465
Dowery Street/Primary PRU	0.000	0.006	0.006	0.006	0.000		0.006	100.0%			0.027

**Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 9**

Directorate/Scheme	2020/21									
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Reason for Variance	Expenditure to Date	2020/21 Forecast Spent to Date	Explanation of Forecast	Prior Month Forecast
	£m	£m	£m	£m	£m	Dropdown	£m	%	If % of Forecast Spent to Date - Red/Amber, please provide explanation If there is a forecast variance, please provide explanation	£m
Early Years Capital	0.550	(0.410)	0.140	0.140	0.000		0.110	78.6%	£0.140m scheme for New River extension has started. Budget changes relate to £0.170m Bright Start Hub works not now expected to commence this financial year due to delays in getting access to the building, and along with delays to works to other Early Years sites.	0.140
Primary Schools Condition Schemes/Schools Modernisation	1.227	1.937	3.164	2.317	(0.847)	Reprofiling - Largely CV-19	1.419	61.2%	Following the recent announcement of lockdown £0.347m of reprofiling required for contractors known to be unable to begin work due to Covid-19 restrictions. Further slippage across the programme is likely, this is currently estimated at £0.500m with a more detailed review in progress.	2.858
Highbury Grove School Expansion	0.000	0.167	0.167	0.167	0.000		0.034	20.4%		0.167
Other Schools/Contingency	0.000	0.086	0.086	0.086	0.000		0.000	0.0%	This budget will be used to cover the expected overspend on Central Library Renovation.	0.086
Schools Matching Capital Programme	0.200	0.000	0.200	0.200	0.000		0.045	22.5%	Following announcement of recent lockdown projects are expected to be delayed and slippage expected - forecast to be updated in M10.	0.200
Special Provision Capital Fund	0.000	0.000	0.000	0.000	0.000		0.000	100.0%		0.000
School Condition Works	0.000	0.023	0.023	0.023	(0.000)		0.029	126.1%	Emergency waterworks at Laycock and Pakeman schools.	0.306
Tufnell Park School Expansion	0.750	(0.044)	0.706	0.706	0.000		0.193	27.3%	School expansion work in completion stage; currently ancillary work being undertaken on site for which costs expected to come through shortly.	0.706
Adult social care commissioned services (18 Highbury Grove, 76-80 Isledon Road, 35 Ashley Road, 48 Despard Road)	0.265	(0.165)	0.100	0.100	0.000		0.000	0.0%	Delays in recruitment due to Covid. Project team now in place with works expected to start in Q4, although likely to be further impacted by Covid-19 restrictions.	0.100
St Anne's residential care home, 60 Durham Road	0.200	(0.100)	0.100	0.100	0.000		0.017	17.0%	Delays in recruitment due to Covid. Project team now in place with works expected to start in Q4, although likely to be further impacted by Covid-19 restrictions.	0.100
Wray Court and Orchard Close residential care homes for people with learning difficulties	0.200	(0.200)	0.000	0.000	0.000		0.000	100.0%	Start date for works in 2021/22 due to project delays as a result of Covid-19.	0.000
Early Years and Children's Centres	0.833	(0.583)	0.250	0.250	0.000		0.000	0.0%	£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
Libraries Modernisation	0.500	(0.480)	0.020	0.020	0.000		0.003	15.0%	£0.020m expected spend on feasibility study in year. Works due to begin at Archway and Central Library in 2021/22.	0.020
Martin Luther King Adventure Playground	0.350	(0.300)	0.050	0.050	0.000		0.004	8.0%	£0.050m fees expected in year, with the architect and quantity surveyor in place. On-site works to take place in 21/22.	0.050

**Appendix 3: Capital Programme 2020/21 to 2022/23 - Month 9**

Directorate/Scheme	2020/21										Prior Month Forecast
	Original Budget	Budget Changes	Current Budget	Forecast Outturn	Forecast Variance	Reason for Variance	Expenditure to Date	2020/21 Forecast Spent to Date	Explanation of Forecast		
	£m	£m	£m	£m	£m	Dropdown	£m	%	If % of Forecast Spent to Date - Red/Amber, please provide explanation If there is a forecast variance, please provide explanation		
Cornwallis Adventure Playground	0.350	(0.300)	0.050	0.050	0.000		0.005	10.0%	£0.050m fees expected in year, with the architect and quantity surveyor in place. On-site works to take place in 21/22.		0.050
Hayward Adventure Playground	0.050	0.000	0.050	0.030	(0.020)	Reprofiling - Partly CV-19	0.013	43.3%	Project has started, but due to delays is now expected to be completed in 2021/22 so slippage of £0.020m expected.		0.050
South Library	0.300	(0.300)	0.000	0.000	0.000		0.000	100.0%	Project programmed for 2021/22 due to delays caused by listed building status; awaiting outcome of feasibility study before progressing further.		0.000
48 Seven Sisters Road	0.000	0.400	0.400	0.400	0.000		0.000	0.0%	Currently out to tender, works expected to be completed in Q4 2020/21.		0.400
<b>Total People</b>	<b>5.895</b>	<b>0.476</b>	<b>6.371</b>	<b>5.561</b>	<b>(0.810)</b>		<b>2.568</b>	<b>46.2%</b>			<b>6.426</b>
<b>RESOURCES/CORPORATE</b>											
Laycock Street	0.000	0.300	0.300	0.100	(0.200)	Reprofiling - Largely CV-19	0.000	0.0%	Slippage expected due to Covid-19 restrictions delaying project start.		0.300
Hungerford Road Cladding Replacement	2.975	(1.160)	1.815	0.817	(0.998)	Reprofiling - Partly CV-19	0.374	45.8%	Delay due to COVID-19 lockdowns, which has caused work to progress slower than initially anticipated, with various stages of the project work currently on hold.		1.815
<b>Total Resources/Corporate</b>	<b>2.975</b>	<b>(0.860)</b>	<b>2.115</b>	<b>0.917</b>	<b>(1.198)</b>		<b>0.374</b>	<b>40.8%</b>			<b>2.115</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>171.345</b>	<b>(46.688)</b>	<b>124.657</b>	<b>106.779</b>	<b>(17.877)</b>		<b>69.832</b>	<b>65.4%</b>			<b>124.601</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	11 February 2021	All

Delete as appropriate	Exempt	Non-exempt
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## **BUDGET PROPOSALS 2021/22 AND** **MEDIUM-TERM FINANCIAL STRATEGY**

### **1 SYNOPSIS**

- 1.1 The principal purpose of this report is for the Executive to approve proposals in respect of the council's 2021/22 budget and level of council tax and the latest assumed medium-term financial position, for onward recommendation to Full Council.
- 1.2 The budget 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 proposed 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 proposed 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 reviewed the draft budget proposals on 21 January 2021 and its comments have been taken into account in finalising the budget proposals and proposed level of council tax.
- 1.9 The council also invited comments from business rates payers and representatives of business rates payers in Islington on the draft 2021/22 budget proposals. The consultation period ran from 15 January 2021 to 31 January 2021. No responses were received.
- 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, GF fees and charges and estimated GF reserves.

**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, and includes the related Capital Strategy, Treasury Management Strategy and Investment Strategy documents.

**Section 6** includes the detailed, statutory council tax calculations and matters relating to retained business rates.

**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. It also includes the Annual Pay Policy Statement 2021/22 for approval.

## **2 RECOMMENDATIONS**

### **The General Fund Budget 2021/22 and MTF5 (Section 3)**

- 2.1 To approve and recommend to council the latest assumed MTF5 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 proposed 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 MTF5 (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 MTF5 period. (**Paragraphs 4.1-4.3, Table 8 and Appendix D1**)
- 2.11 To note the HRA rents and other HRA fees and charges for 2021/22 that are unchanged from those approved by the Executive on 21 January 2021. (**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 proposed 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 2030/31. (**Paragraph 5.1-5.5, Table 13 and Appendix E1**)

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 approve and recommend to council the Capital Strategy, Minimum Revenue Provision (MRP) Policy Statement, Treasury Management Strategy and Investment Strategy. **(Paragraph 5.3 and Appendices E2-E5)**

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

2.15 To note the 2020/21 council tax and business rates forecasts and budgetary impact over the medium term. **(Paragraphs 6.1-6.3, Table 15, Paragraph 6.17 and Table 23)**

2.16 To approve and recommend to Council the calculations required for the determination of the 2021/22 council tax requirement and the level of council tax as detailed in **Section 6** and summarised below.

1) 2021/22 council tax requirement of £99,248,682.10. **(Paragraph 6.6 and Table 16)**

2) The relevant basic amount of Islington Band D council tax of £1,276.72, a 4.99% increase compared to 2020/21 (comprising 3.00% for expenditure on adult social care and 1.99% for other expenditure), and that this is not 'excessive'. **(Paragraphs 6.7-6.8 and Table 17)**

3) The basic amount of Islington Band D council tax for dwellings to which no special item relates (i.e. outside of the Lloyd Square Garden Committee area) of £1,276.48. **(Paragraph 6.9 and Table 18)**

4) The amount of 2020/21 council tax (excluding the GLA precept) for each valuation band over each of the Council's areas. **(Paragraph 6.11 and Table 19)**

5) The total amount of 2020/21 council tax (including the GLA precept) for each valuation band over each of the Council's areas. **(Paragraph 6.13 and Table 21)**

2.17 To note the council's estimated retained business rates funding in 2021/22, as per the 2021/22 NNDR1 return estimate. **(Paragraph 6.14-6.15 and Table 22)**

2.18 To note that the London Business Rates Pool will not continue in 2021/22. **(Paragraph 6.16)**

2.19 To note the significant funding risk for the council in relation to Material Change in Circumstance (MCC) business rates appeals due to COVID-19 and that additional appeals provision for this threat in 2020/21 or 2021/22 was not included in the 2021/22 NNDR1 return. **(Paragraphs 6.18-6.21)**

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

2.20 To have regard to the Section 151 Officer's report on the robustness of the estimates included in the budget and the adequacy of the proposed financial reserves when making decisions about the budget and the level of council tax, as required under Section 25(2) of the Local Government Act 2003. **(Paragraphs 7.1-7.9)**

2.21 To note the Monitoring Officer comments. **(Paragraphs 7.10-7.14)**

2.22 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.

- 2.23 To note that the council invited business rate payers or representatives of business rate payers in Islington to comment on the draft 2021/22 budget proposals, as required under Section 65 of the Local Government Finance Act 1992, and that no responses were received. (**Paragraphs 7.18-7.20**)
- 2.24 To approve and recommend to council the Annual Pay Policy Statement 2021/22. (**Paragraph 7.21 and Appendix G**)

### **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 £25.745m in 2021/22 (balanced in full by the proposals in this report) and £80.405m over the medium term (with a remaining estimated 3-year gap of £34.209m 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	8.964	14.431	19.175	<b>42.570</b>
Base budget pressures	9.949	0.465	(0.100)	<b>10.314</b>
Corporate costs (e.g. capital financing/levies)	6.611	0.578	4.441	<b>11.630</b>
COVID-19 budget pressures/risks	5.500	0.000	0.000	<b>5.500</b>
Government funding	(5.279)	11.021	4.649	<b>10.391</b>
<b>Gross Budget Gap</b>	<b>25.745</b>	<b>26.495</b>	<b>28.165</b>	<b>80.405</b>
Assumed savings	(25.264)	(8.200)	(2.367)	<b>(35.831)</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>11.599</b>	<b>22.610</b>	<b>34.209</b>

- 3.2 The proposed 2021/22 budget and MTFS complies with the CIPFA Financial Management Code and 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 available 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 (including council tax and business rates 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 proposed 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	1.277
Environment and Regeneration	10.475
Housing	9.027
People	141.747
Public Health (net nil as wholly grant funded)	0.000
Resources/Corporate	49.651
<b>Net Cost of Services</b>	<b>212.177</b>
Contingency	5.000
COVID-19 Contingency	5.500
Transfer from Earmarked Reserves*	(15.047)
Unringfenced Grants	(7.540)
<b>Net Budget Requirement</b>	<b>200.090</b>
Settlement Funding Assessment	(109.848)
Business Rates Growth/Section 31 Grant	(13.629)
Collection Fund Deficit	22.636
<b>Council Tax Requirement</b>	<b>99.249</b>

*\*Excluding timing differences related to the COVID-19 Collection Fund deficit on council tax and business rates income, the 2021/22 budget assumes a net transfer of £7.589m to earmarked reserves.*

- 3.6 It should be noted that at the time of finalising the 2021/22 budget the council was consulting on a proposed restructure at corporate management level. The breakdown of the budget in this report reflects the current structure, which would need to be re-aligned upon the implementation of any structural changes.

### **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.
- 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 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)	0.300
Organisational development (recurring)	0.450
HR improvements (recurring)	0.350
HR investment (one-off)	0.500
<b>Total</b>	<b>1.600</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 committed to paying levies to a number of external organisations, which is 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 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	6.195	(0.168)
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>18.490</b>	<b>(1.582)</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 £1.582m decrease in 2021/22. This £2.726m decrease from the previous MTFS assumption (approximately comprising a £1.7m decrease in the concessionary fares estimates and a £1.0m decrease in the NLWA levy estimate) means that there is a one-off balance of £2.726m 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 often 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 income shrink, the council fully stands its share of the loss of the first 7.5% (£6.4m) below the baseline funding level down to a safety net level of £78.9m. The council's retained rates income for safety net purposes in 2021/22 is approximately £15.1m above the safety net level. This is the maximum (worst case scenario) loss of retained business rates funding that the council could incur in 2021/22 before being entitled to safety net funding from the government. 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. The reduction in New Homes Bonus is a key driver in Islington receiving a lower increase in Core Spending Power than the national average. 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 2021/22 budget that this is directly offset by a one-off reduction in the 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 local tax guarantee scheme will apply 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.** 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 with no compensation for collection losses. Due to wider growth in the council's taxbase over the past year that offsets the increased cost of council tax support, the council is not expected to receive any compensation for the council's share of COVID-19 related council tax losses. Therefore, these losses (latest estimate £1.433m) will need to be fully funded within the council's reserves.
- 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. Based on latest estimates, but subject to change by the end of the financial year, the council would receive £2.478m compensation towards its share of net business rates losses (£3.304m), leaving a remaining shortfall of £0.826m to be funded within the council's reserves.

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, with all parts of the UK still being in lockdown at the point of finalising this report. 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 will 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 CSP 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 £25.264m in 2021/22, of which £14.066m 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	1.396	1.650	3.046
<b>Total</b>	<b>14.066</b>	<b>11.198</b>	<b>25.264</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 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 £10.148m 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 £5.913m of the increase in funding across the Schools Block, Central School Services Block (CSSB) and High Needs Block. A revised like-for-like comparison is an increase of £4.235m (2.2%).

## ***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 £2.2bn in 2021/22 as part of the government's commitment to increase funding by £7.1bn by 2023/24 compared to 2019/20 funding levels. A further increase of £2.3bn is due in 2023/24. Islington will receive an additional £0.892m (0.7%) in 2021/22 after allowing for the roll in of TPG

and TPEGC. Local authorities will have the freedom to set the Minimum Funding Guarantee (MFG) in local formulae between +0.5% and +2% 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 agreed to continue to implement the National Funding Formula in full in 2021/22 on 21 January 2021. This is due to be 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 0.6% funding increase (£0.006m) 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 1.5% (£0.025m).

### ***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 9.8% (£3.438m) 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. Provisional allocations are based on the January 2020 headcount and will be updated to reflect the January 2021 headcount in the summer term.
- 3.54 There is a significant funding risk associated with the January 2021 headcount as a result of the pandemic – local authorities and settings will be required to absorb the first 15% of any reduction in numbers compared to the January 2020 headcount, and can only claim protection up to that amount where the headcount subsequently recovers during the spring term. This risk is particularly acute for the spring and summer terms 2021 (funding for the autumn term 2021 and spring term 2022 will eventually be updated to reflect the January 2022 headcount). The first 15% of any reduction in the January 2021 headcount would cost up to £0.978m per term. Any subsequent reduction that doesn't recover would cost £0.065m for each 1% reduction that doesn't recover.
- 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 (0.6% in December 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% 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 GF 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, except for 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 reactionary 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.
- 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 Estimate</b>	<b>31.3.22 Estimate</b>	<b>31.3.23 Estimate</b>	<b>31.3.24 Estimate</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	17.047	17.047	17.047
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
Core Funding	7.723	39.644	17.008	15.429	13.850
Housing Benefit	7.921	7.921	6.512	5.103	3.694
Levies	0.000	0.000	2.726	2.726	2.726
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
<b>Total Excluding COVID-19</b>	<b>72.575</b>	<b>101.721</b>	<b>83.121</b>	<b>80.586</b>	<b>78.028</b>
COVID-19	7.684	0.000	0.000	0.000	0.000
<b>Total Including COVID-19</b>	<b>80.259</b>	<b>101.721</b>	<b>83.121</b>	<b>80.586</b>	<b>78.028</b>
<b>GF Balances</b>					
Non Schools	16.664	17.098	17.098	17.098	17.098
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>28.306</b>	<b>28.306</b>	<b>28.306</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 and insurance risks, including the impact of delayed savings delivery. This includes a £2.272m one-off transfer to the reserve due to a one-off positive movement in 2021/22 budget assumptions late in the budget setting process.
- Budget Strategy – to provide one-off funding linked to the delivery of the MTFS (e.g. one-off transformation/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.
- Core Fund Smoothing Reserve – This reserve is mainly an accumulation of unbudgeted retained business rates income in previous years, 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 for significant risks around the

council's core funding over the medium term, including business rates and council tax income. The estimated movements to/from the reserve reflect the estimated government grant funding due to be received in 2020/21 towards COVID-19 related Collection Fund losses and the spread of these losses over 3 years as required by government regulations.

- 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).
- 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.

#### **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>Expenditure</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>Income</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 the HRA, 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 As PFI managed properties are exempt from the rent standard, 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 E1**. This is estimated to deliver up to £1.6bn of capital investment in the borough over the next 10 years. The related Capital Strategy that underpins the capital programme (**Appendix E2**), Minimum Revenue Provision Policy Statement (**Appendix E3**), Treasury Management Strategy (**Appendix E4**) and Investment Strategy (**Appendix E5**) documents are included as appendices for approval.

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

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2021/22 to 2023/24</b>	<b>2024/25 to 2030/31 (Indicative)</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
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.

## **6 COUNCIL TAX AND RETAINED BUSINESS RATES**

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

6.1 In the 2019/20 Statement of Accounts the final council tax outturn was a total surplus of £1.301m, of which £0.551m was forecast and allocated as part of 2020/21 budget setting and £0.750m is an additional unbudgeted surplus to be included in the 2021/22 budget. This will be allocated between the council (£0.589m) and the Greater London Authority (£0.161m) based on their respective share of 2020/21 council tax.

6.2 In relation to the 2020/21 council tax year, the Collection Fund forecast for council tax is a COVID-19 exceptional deficit of £1.824m to be shared between the council (£1.433m) and GLA (£0.391m) and spread over the 3 years 2021/22 to 2023/24. This exceptional deficit is due to the following variables:

- COVID-19 has led to a significant increase in the cost of the local council tax support scheme (which is currently approximately £1.5m higher than assumed at 2020/21 budget setting).
- The council collected rate is less than assumed at 2020/21 budget setting.

- The above is partially offset by growth in the overall council tax base not assumed at 2020/21 budget setting. For this reason, and due to the local tax guarantee scheme not covering collection losses for council tax, the council is not expected to receive any compensation for its share of the exceptional COVID-19 deficit. Therefore, these losses (latest estimate £1.433m) will be borne in full by the council.

6.3 The estimated impact of the 2020/21 council tax forecast on the council's budget over the medium term is summarised in **Table 15** below. It is assumed that the annual budgetary impact will be funded from the Core Funding earmarked reserve.

**Table 15 – Medium-Term Budget Impact of 2020/21 Council Tax Forecast**

	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Total £m</b>
Residual surplus from 2019/20	0.589			0.589
2020/21 Exceptional Deficit	(0.478)	(0.478)	(0.478)	(1.433)
<b>Total Surplus/(Deficit)</b>	<b>0.111</b>	<b>(0.478)</b>	<b>(0.478)</b>	<b>(0.844)</b>

### **Council Tax Base 2021/22**

6.4 On 25 January 2021, the Audit Committee agreed a Band D equivalent council tax base for 2021/22 of 77,737.1 properties for the Council's whole area (a 4.29% decrease compared to 2020/21) and 44.2 properties for the Lloyd Square Garden Committee area.

6.5 The council taxbase calculation for 2021/22 has been prepared on the following basis:

- **The number of dwellings on the Valuation List as at 30 November 2020, adjusted for exemptions, discounts and disabled relief** – In line with previous years' methodology, and given the uncertainty around economic activity, the taxbase makes no projection for additional properties that may be added to the Valuation List during the 2021/22 financial year. Instead, any future additions to the taxbase will be reflected in future year (2022/23 onwards) taxbases once they have been formally confirmed.
- **The local council tax support scheme for 2021/22 agreed by council on 10 December 2020 and a projection of future demand** – Due to increased caseload as a result of the COVID-19 pandemic, the cost of the local council tax support scheme has already increased by approximately £2m since the start of the financial year. The 2021/22 taxbase calculation assumes that the higher caseload experienced during the current financial year will continue and projects a further increase during 2021/22. However, it should be noted that cost of local 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.
- **Continuation of council tax relief for care leavers, foster carers and Shared Lives carers** – These are estimated to continue in 2021/22 at current levels.
- **A budgeted council tax collection rate for 2021/22 of 96.5%** - This is a reduction of 1.5% from the 2020/21 budgeted collection rate of 98%. This reflects the reduction in council tax collection in the current financial year due to the COVID-19 pandemic and likely continued impact in 2021/22.

### **Level of Council Tax 2021/22**

- 6.6 Sections 31A and 31B of the amended Local Government Finance Act (LGFA) 1992 require the Council to calculate its gross expenditure, gross income and council tax requirement. For these purposes, HRA expenditure and income is included even though it has no effect on council tax, and the gross expenditure figure includes special expenses relating to part only of the Council's area. The calculation of the 2021/22 council tax requirement is set out in **Table 16**.

**Table 16 – Section 31A (amended LGFA 1992) Calculation 2021/22**

	<b>£</b>
Aggregate of the amounts which the Council estimates for items set out in Section 31A (2) (a) to (f) of the LGFA 1992 <b>(A)</b>	1,077,690,848.10
Aggregate of the amounts which the Council estimates for items set out on Section 31A (3) (a) to (d) of the LGFA 1992 <b>(B)</b>	(978,442,166.00)
Calculation of the council tax requirement under Section 31A (4), being the amount by which the sum aggregated at <b>(A)</b> above exceeds the aggregate at <b>(B)</b> above	<b>99,248,682.10</b>

- 6.7 The calculation of the relevant (average) 2021/22 council tax per Band D property is set out in **Table 17**.

**Table 17 – Section 31B (amended LGFA 1992) Calculation 2021/22**

Council Tax Requirement	99,248,682.10
Council Tax Base	77.737.10
<b>2021/22 Relevant Basic Band D Council Tax</b>	<b>1,276.72</b>
<b>Increase Compared to 2020/21</b>	<b>4.99%</b>

- 6.8 Each billing authority and precepting authority must determine whether its relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive, a referendum must be held in relation to that amount. For 2021/22, the relevant basic amount of council tax for Islington would be excessive if it is 5% or more greater than 2020/21 (comprising 3% for expenditure on adult social care, and 2% for other expenditure). Therefore, the proposed 4.99% increase in the relevant basic amount of Band D Islington council tax, which comprises 3.00% for expenditure on adult social care and 1.99% for other expenditure, is not excessive.
- 6.9 Additional council tax calculations are required where special items relate to part only of the Council's area (for Islington, the Lloyd Square Garden Committee special expense). The calculation of the 2021/22 basic amount of council tax for dwellings in Islington to which no special item relates (i.e. outside the Lloyd Square Garden Committee area) is shown in **Table 18**.

**Table 18 – 2021/22 Basic Council Tax for All Other Parts of the Council’s Area**

Council Tax Requirement (including Lloyd Square Garden Committee special expense)	£99,248,682.10
Less Lloyd Square Garden Committee special expense	£18,922.10
<b>Council Tax Requirement (excluding special expenses)</b>	<b>£99,229,760.00</b>
Council Tax Base	77,737.1
<b>2021/22 Basic Band D Council Tax for All Other Parts of the Council’s Area</b>	<b>£1,276.48</b>
<b>Increase Compared to 2020/21</b>	<b>4.99%</b>

- 6.10 The Lloyd Square Garden Committee has agreed a special expense of £18,922.10 for 2021/22 (unchanged from 2020/21). When this is divided by the Lloyd Square Garden Committee Band D tax base (44.2), it gives a charge of £428.10 per Band D property for 2021/22. This will be charged to Lloyd Square Garden area dwellings in addition to the basic Islington Band D council tax of £1,276.48 for all other parts of the Council’s area.
- 6.11 The 2021/22 basic amount of Islington council tax for each valuation band for the Lloyd Square Garden area and all other parts of the Council’s area are shown in **Table 19**. These amounts are calculated by multiplying the Band D council tax amount per property by the proportions set out in Section 5(1) of the LGFA 1992.

**Table 19 – Basic Islington Council Tax 2021/22**

<b>Valuation Band</b>	<b>Lloyd Square Garden Area (£)</b>	<b>All Other Parts of the Council’s Area (£)</b>
A	1,136.39	850.99
B	1,325.79	992.82
C	1,515.18	1,134.65
<b>D</b>	<b>1,704.58</b>	<b>1,276.48</b>
E	2,083.37	1,560.14
F	2,462.17	1,843.80
G	2,840.97	2,127.47
H	3,409.16	2,552.96

6.12 The proposed 2021/22 GLA precept for each valuation band is shown in **Table 20**. 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 event that the final GLA precept confirmed on 25 February 2021 is different from the proposed precept, this would require an amendment to Islington’s proposed budget at the Full Council meeting that evening.

**Table 20 – GLA Precept 2021/22**

<b>Valuation Band</b>	<b>GLA (£)</b>
A	242.44
B	282.85
C	323.25
<b>D</b>	<b>363.66</b>
E	444.47
F	525.29
G	606.10
H	727.32

6.13 **Table 21** shows the total amount of 2021/22 council tax (including GLA precept) for each valuation band over each of the Council’s areas.

**Table 21 – Total Islington and GLA Council Tax 2021/22**

<b>Valuation Band</b>	<b>Lloyd Square Garden Area (£)</b>	<b>All Other Parts of the Council’s Area (£)</b>
A	1,378.83	1,093.43
B	1,608.64	1,275.67
C	1,838.43	1,457.90
<b>D</b>	<b>2,068.24</b>	<b>1,640.14</b>
E	2,527.84	2,004.61
F	2,987.46	2,369.09
G	3,447.07	2,733.57
H	4,136.48	3,280.28

## **Retained Business Rates**

- 6.14 The council's 2021/22 NNDR1 return (detailed business rates estimate) has now been submitted to central government following the 31 January 2021 statutory submission deadline. The financial implications of this return are fully incorporated in the proposed 2021/22 budget. **Table 22** below shows the movement between the 2020/21 and 2021/22 NNDR1 return estimates in terms of the council's total retained business rates funding.

**Table 22 – Retained Business Rates Funding**

	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>Change £m</b>
Retained Rates Share (30%)	87.405	89.111*	1.706
Section 31 Compensation	7.833	6.974	(0.859)
<b>Total</b>	<b>95.238</b>	<b>96.084</b>	<b>0.847</b>

*\*This is 30% of the £297.037m business rates that the council expects to collect in relation to 2021/22 after estimated collection losses and provision for appeals. The remaining 70% is shared between the GLA (37%) and central government (33%).*

- 6.15 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. Based on the NNDR1 return estimate, Islington's retained business rates funding is approximately £15.1m above the safety net level in 2021/22. This is the maximum (worst case scenario) loss of retained business rates funding that the council could incur in 2021/22 before being entitled to safety net funding from the government.
- 6.16 Since 2018/19, the council has been part of the London Business Rates Pool covering the GLA and the 33 London billing authorities. Due to significant uncertainty around the impact of the COVID-19 pandemic on business rates income and therefore on the financial viability of the pool, London Government has collectively decided that the pool will not go ahead in 2021/22.
- 6.17 The 2021/12 NNDR1 return also includes a forecast for 2020/21 business rates income. The estimated impact of this on the council's budget over the medium term is summarised in **Table 23** below. It is assumed that the annual budgetary impact will be funded from the Core Funding earmarked reserve. As discussed further below, the 2021/22 NNDR1 return does not include any provision in 2020/21 or 2021/22 for COVID-19 related Material Change in Circumstance (MCC) business rates appeals.

**Table 23 – Medium-Term Budget Impact of 2020/21 Business Rates Forecast**

	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Total £m</b>
Residual surplus from 2019/20		1.192			1.192
Up-front compensation for COVID-19 reliefs and 2021/22 budget impact of reliefs	22.838	(22.838)			0.000
2020/21 Exceptional Deficit*		(1.101)	(1.101)	(1.101)	(3.304)
Up-front compensation for 75% of Exceptional Deficit	2.478				2.478
<b>Total Surplus/(Deficit)</b>	<b>25.316</b>	<b>(22.748)</b>	<b>(1.101)</b>	<b>(1.101)</b>	<b>0.366</b>

*\*This is the council's 30% share of a total COVID-19 exceptional deficit of £11.013m.*

### *Material Changes in Circumstance (MCC) Business Rates Appeals*

- 6.18 There have been reports in the press and indications from the Valuation Office Agency (VOA) that they are working with Rating Agents to agree reductions to rateable values across a wide variety of sectors in response to the effects of the pandemic. Whilst the VOA has recently confirmed that discussion have been suspended to gather further evidence, the eventual result of these discussions is expected to be a temporary Material Change in Circumstance (MCC) reduction which could apply to almost every property sector including offices, retail, airports, stadiums, car parks and factories. The effect could result in reductions in both 2020/21 and 2021/22.
- 6.19 These reports and London-wide analysis of the current assessments that are under challenge due to the impact of the pandemic suggest that reductions could range from 20% up to 70%. This level of reduction could have a catastrophic impact on the business rates system and, without further government support, could lead to a significant reduction in the council's retained business rates income.
- 6.20 Under normal circumstances the council would give proper consideration to increasing appeals provisions in the NNDR1 return to cover a worst-case scenario. However, such action, in a climate of unprecedented uncertainty, could have far reaching and unintended consequences. In fact, given the potential impact, it could be a threat to the future operation of the entire business rates system. This is also coupled with a lack of clarity on whether the Retail, Hospitality and Leisure Relief will be extended into 2021/22. Therefore, without further information, a London-wide decision has been taken to not provide for threats in NNDR1 returns. The alternative action of including provision for MCC appeals in the NNDR1 return would have been exceptionally challenging, if not impossible, effectively making them meaningless.
- 6.21 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 net 25% loss would not impact until the 2022/23 budget (due to Collection Fund accounting arrangements). For 2021/22, in the absence of government support, this is a significant funding risk for the council and in theory could see the council lose retained business rates funding down to the level of the safety net (anything up to a £15.1m funding loss). 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 within the council's reserves (e.g. the Core Funding 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. As noted in paragraphs 6.18 to 6.21, there is also a significant risk around the sustainability of the council's business rates base over the medium term due to COVID-19 related Material Change in Circumstance (MCC) appeals. In addition, the severely bleak nature of the national economic backdrop presents hugely significant risks for the funding of local government going forward. A further period of austerity cannot be ruled out and MTFs assumptions will need to be revised, potentially significantly, as events unfold.
- 7.8 It should be noted that there is an underlying shortfall of approximately £1.4m in the housing benefit administration budget that is being bridged by an annual drawdown from the Housing Benefit reserve. This is an exception to the normal MTFs strategy because it is assumed that this base budget shortfall will be fully offset by a permanent reduction in ongoing expenditure upon the full implementation of Universal Credit and that it will not add to the estimated budget gap. This assumption should be kept under review, including any changes to the Universal Credit full implementation timetable as the future shape of the remaining housing benefit service becomes clearer.
- 7.9 Given the unprecedented uncertainty in the MTFs, the robustness of all assumptions, including delivery of savings, will be reviewed in early Spring 2021 in order to shape the medium-term budget setting process, beginning financial year 2022/23, from the outset.

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

- 7.10 This report sets out the basis upon which a recommendation will be made for the adoption of a lawful budget and the basis for the level of the council tax for 2021/22. It also outlines the council's current and anticipated financial circumstances, including matters relating to the General Fund budget and MTFs, the HRA, the capital programme, and borrowing and expenditure control.
- 7.11 The setting of the budget and council tax by Members involves their consideration of choices. No genuine and reasonable options should be dismissed out-of-hand and Members must bear in mind their fiduciary duty to the council taxpayers of Islington.
- 7.12 Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided. Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably. Where a service is derived from a statutory power and is in itself discretionary that discretion should be exercised reasonably.
- 7.13 The report sets out the relevant considerations for Members to consider during their deliberations and Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the council acts lawfully. They are under an obligation to produce a balanced budget and must not knowingly budget for a deficit. Members must not come to a decision which no reasonable authority could come to; balancing the nature, quality and level of services which they consider should be provided against the costs of providing such services.
- 7.14 Under the constitutional arrangements, the setting of the council budget is a matter for the council, having considered recommendations made by the Executive. Before the final

recommendations are made to the council, the Policy and Performance Scrutiny Committee must have been given the opportunity to scrutinise these proposals and the Executive should take into account its comments when making those recommendations.

### **Equalities Impact Assessment**

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

### **Budget Consultation**

- 7.18 Section 65 of the Local Government Finance Act 1992 requires the council each financial year to consult persons or bodies representative of business rate payers about expenditure proposals.
- 7.19 The council must make available the information described in the Non-Domestic Ratepayers (Consultation) Regulations 1992/3171, including:
- Details of proposals for expenditure in the financial year to which the consultation relates;
  - Estimates of expenditure in the preceding financial year; and
  - Particulars of significant changes in the level of proposed expenditure between the two years.
- 7.20 The council invited comments from business rates payers and representatives of business rates payers in Islington on the draft 2021/22 budget proposals. The consultation period ran from 15 January 2021 to 31 January 2021. No responses were received.

### **Annual Pay Policy Statement 2021/22**

- 7.21 Section 38 of the Localism Act 2011 requires local authorities to publish an annual 'Pay Policy Statement', setting out their policies in respect of chief officer remuneration and other specified matters. Regard must be had to guidance to be published by the Secretary of State in preparing the statement, which must be approved by Full Council. The council is then constrained by its pay policy statement when making determinations on chief officer pay, although the statement may be amended at any time by a further resolution of Full Council. The council's Annual Pay Policy Statement for 2021/22 is provided at **Appendix G**.

**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 E1 Capital Programme 2021/22 to 2023/24  
Appendix E2 Capital Strategy 2021/22  
Appendix E3 Minimum Revenue Provision (MRP) Policy Statement 2021/22  
Appendix E4 Treasury Management Strategy 2021/22  
Appendix E5 Investment Strategy 2021/22  
Appendix F 2021/22 Budget Equality Impact Assessment  
Appendix G Annual Pay Policy Statement 2021/22

**Background papers:** None

Final report clearance:

**Signed by:**



3 February 2021

**Executive Member for Finance and  
Performance**

Date

**Responsible Officers:** Dave Hodgkinson, Corporate Director of Resources (Section 151 Officer)  
Paul Clarke, Director of Finance

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**Legal Implications:** Peter Fehler, Acting Director of Law and Governance (Monitoring Officer)

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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	(0.248)	0.147	1.563	(1.319)	1.277			(0.840)	0.437				0.437
Environment and Regeneration	17.330	(0.425)	0.525	(1.716)	(5.239)	10.475			(0.451)	10.024			(0.136)	9.888
Housing	10.371	(0.928)	0.250	0.264	(0.930)	9.027			(0.250)	8.777			(0.250)	8.527
People - Adult Social Care	63.549	(0.622)	2.212	0.317	(5.309)	60.147			(4.396)	55.751			(1.962)	53.789
People - Children, Employment and Skills	84.671	0.879	0.464	(2.739)	(1.675)	81.600		0.964	(0.958)	81.606		(0.100)	(0.019)	81.487
People	148.220	0.257	2.676	(2.422)	(6.984)	141.747	0.000	0.964	(5.354)	137.357	0.000	(0.100)	(1.981)	135.276
Public Health	0.000			1.839	(1.839)	0.000		0.250	(0.250)	0.000				0.000
Resources Directorate/Corporate	41.692	2.400	4.627	9.885	(8.953)	49.651	17.385	2.572	(12.654)	56.954	16.194	7.422	(22.610)	57.960
<b>NET COST OF SERVICES</b>	<b>218.747</b>	<b>1.056</b>	<b>8.225</b>	<b>9.413</b>	<b>(25.264)</b>	<b>212.177</b>	<b>17.385</b>	<b>3.786</b>	<b>(19.799)</b>	<b>213.549</b>	<b>16.194</b>	<b>7.322</b>	<b>(24.977)</b>	<b>212.088</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			(24.554)		(15.047)		16.059		1.012				1.012
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 Top Up 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>8.225</b>	<b>(11.175)</b>	<b>(25.264)</b>	<b>200.090</b>	<b>17.385</b>	<b>26.166</b>	<b>(19.799)</b>	<b>223.842</b>	<b>16.194</b>	<b>7.971</b>	<b>(24.977)</b>	<b>223.030</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)			(0.847)		(13.629)				(13.629)				(13.629)
Collection Fund (Surplus)/Deficit:														
- Business Rates	(6.606)			29.353		22.747		(21.646)		1.101				1.101
- Council Tax	(0.434)			0.323		(0.111)		0.589		0.478				0.478
<b>COUNCIL TAX REQUIREMENT</b>	<b>98.769</b>	<b>0.000</b>	<b>8.225</b>	<b>17.519</b>	<b>(25.264)</b>	<b>99.249</b>	<b>17.385</b>	<b>9.109</b>	<b>(19.799)</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

Number	Directorate	Summary Description	Savings Type	2021/22 £m
28	People - ASC	Review of Deprivation of Liberty office with a view to carry out more best interest assessments (BIA) in-house and raise practice standards across ASC operations	Efficiency	0.075
29	People - ASC	Create a centre of commissioning excellence - cross cutting saving across People and potentially Public Health	Service reconfiguration	0.115
30	People - ASC	Assistive Technology Transformation	Reduction in demand	0.100
31	People - ASC	Review charging policy with a view to maximise income	Income	0.080
32	People - CES	Bring remand budget in line with demand	Reduction in demand	0.150
33	People - CES	Short breaks efficiencies	Efficiency	0.068
34	People - CES	Reduction in previously allocated budget growth for Violence Against Women and Girls (VAWG) due to existing budget underspend	Growth reduction	0.050
35	People - CES	Investment in the House Project as a permanent service in Islington	Service reconfiguration	0.036
36	People - CES	Service and staffing efficiencies across Children, Employment and Skills	Efficiency	0.240
37	People - CES	S106 funding substitution in Children, Employment and Skills	Funding substitution	0.006
38	People - CES	Adult Community Learning service - S106 funding substitution	Efficiency	0.030
39	People - CES	Libraries - Stock fund reduction	Service reconfiguration	0.030
40	People - CES	Libraries - deletion of vacant posts	Service reconfiguration	0.010
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
47	Resources	Facilities management savings	Efficiency	0.176
		<b>Total</b>		<b>14.066</b>
		<b>Directorate Summary - New Proposals</b>		<b>2021/22 £m</b>
		Chief Executive's		0.000
		Cross-cutting		6.360
		Environment and Regeneration		2.865
		Housing		0.380
		People - ASC		2.185
		People - CES		0.620
		Public Health		1.480
		Resources		0.176
		<b>Total</b>		<b>14.066</b>
		<b>Directorate Summary - New + Previously Agreed Proposals</b>		<b>2021/22 £m</b>
		Chief Executive's		1.319
		Cross-cutting		8.435
		Environment and Regeneration		5.239
		Housing		0.930
		People - ASC		5.309
		People - CES		1.675
		Public Health		1.839
		Resources		0.518
		<b>Total</b>		<b>25.264</b>

## **Appendix B2 - Previously Agreed Proposals**

#	Directorate	Summary Description	Savings Type	2021/22 £m
1	Chief Executive's	Savings resulting from a new property strategy, increasing income, more co-locating with partners and reducing the council's office footprint	Efficiency	1.158
2	Chief Executive's	Additional commercial income for print services	Income	0.075
3	Cross-cutting	Corporate review of contracting and procurement arrangements	Efficiency	0.900
4	Cross-cutting	Consolidating and streamlining business administration functions	Efficiency	0.500
5	Cross-cutting	Implementation of the new "Localities" model in partnership with the voluntary and community sector, health organisations and our other local partners to align preventative services and reduce long-term demand	Efficiency	0.375
6	Cross-cutting	Redesigning our customer service offer, including additional channel shift	Efficiency	0.300
7	Environment and Regeneration	Income generation from package of zero carbon policies including lorry ban & parking charges (including diesel surcharge), and efficiencies from shift to e-parking solution	Income	0.875
8	Environment and Regeneration	Efficiencies in SES following investment in new technology	Efficiency	0.467
9	Environment and Regeneration	Income generation from roll out of School Streets phase 2	Income	0.375
10	Environment and Regeneration	SES - Annual charge for waste containers	Income	0.237
11	Environment and Regeneration	SES - Integration of Services with Housing	Service reconfiguration	0.225
12	Environment and Regeneration	A more efficient operation at the Waste and Recycling Centre, using technology to automate access to the facility	Efficiency	0.145
13	Environment and Regeneration	Improved use of technology and resource to focus more capacity on income generation	Efficiency	0.050
14	Housing	Improve the quality and reduce the cost of temporary accommodation through purchasing homes to be owned by the council and used by it for temporary accommodation	Service reconfiguration	0.375
15	Housing	Offer more permanent housing to families in temporary accommodation	Efficiency	0.175
16	People - ASC	Conduct annual reviews of Adult Social Care packages in line with relevant legislation, applying a strengths-based approach to create better outcomes for residents in the care system	Efficiency	0.680
17	People - ASC	Package of savings through recommissioning of services	Service reconfiguration	0.550
18	People - ASC	In-house services transformation	Service reconfiguration	0.500
19	People - ASC	Learning Disability Reviews	Efficiency	0.260
20	People - ASC	Assistive Technology - The aim of this project is to increase the quality of life and independence of people receiving support from ASC through the increased use of assistive technology	Efficiency	0.150
21	People - ASC	Demand management and better use of residential based block provision	Efficiency	0.984
22	People - CES	Demand management for children's social care and new commissioning strategy for children looked after including asylum seekers	Efficiency	0.567
23	People - CES	Review of the Early Help 0 to 19 service	Efficiency	0.328
24	People - CES	Rental income from letting surplus space at Central Library	Income	0.055
25	People - CES	Increase use of pre-payment cards for Direct Payments	Efficiency	0.050
26	People - CES	Maintain the availability and scope of play and youth provision by reducing its costs through new commissioning arrangements and more efficient back-office support	Efficiency	0.035
27	People - CES	Staff savings through flexible retirements	Efficiency	0.020
28	Public Health	Change the way we deliver public health behaviour-change programmes, including health checks and exercise on referral, through our universal services and other more cost-effective methods	Efficiency	0.180

## **Appendix B2 - Previously Agreed Proposals**

#	Directorate	Summary Description	Savings Type	2021/22 £m
<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>
		<b>Directorate Summary - Previously Agreed Proposals</b>		<b>2021/22 £m</b>
		Chief Executive's		1.319
		Cross-cutting		2.075
		Environment and Regeneration		2.374
		Housing		0.550
		People - ASC		3.124
		People - CES		1.055
		Public Health		0.359
		Resources		0.342
		<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. VAT Inclusive.
Town Hall	Birth, Deaths, Marriages	Mayor's Parlour	Marriage or civil partnerships	Tuesday, Wednesday, Thursday, Friday	£400.00	£400.00	0.00%	VAT Inclusive
Town Hall	Birth, Deaths, Marriages	Mayor's Parlour		Saturday	£600.00	£600.00	0.00%	VAT Inclusive
Town Hall	Birth, Deaths, Marriages	Mayor's Parlour		Sunday	£700.00	£700.00	0.00%	Basic Ceremony - maximum of 30 Guests. VAT Inclusive
Town Hall	Birth, Deaths, Marriages	Room 99	Marriage or Partnership Ceremony	Monday	£57.00	£57.00	0.00%	VAT Inclusive
Town Hall	Birth, Deaths, Marriages	Room 99	Marriage or Partnership Ceremony	Tuesday, Wednesday, Thursday	£190.00	£190.00	0.00%	VAT Inclusive
Town Hall	Birth, Deaths, Marriages	Room 99	Marriage or Partnership Ceremony	Friday	£240.00	£240.00	0.00%	VAT Inclusive
Town Hall	Birth, Deaths, Marriages	Room 99	Marriage or Partnership Ceremony	Saturday	£290.00	£290.00	0.00%	VAT Inclusive
Town Hall	Birth, Deaths, Marriages	Re-booking of ceremony			£40.00	£40.00	0.00%	VAT Inclusive
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. VAT Inclusive
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. VAT Inclusive
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. VAT Inclusive
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	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%	VAT Inclusive
Town Hall	Assembly Hall - Commercial	Wedding dry hire package			£3,600.00	£3,700.00	2.78%	VAT Inclusive
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 - Commercial	Venue Levy	Fee added to the price of each ticket bought at Islington Assembly Hall via all ticket agents		£0.00	£1.00	NA	New charge for 2021/22.
Town Hall	Assembly Hall - Non-Commercial	Community and Charity			To be negotiated	To be negotiated	N/A	
Town Hall	Assembly Hall - Non-Commercial	Meal charges during holiday			£2.00	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	School Meals	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 Centres	Term Time & Holidays - Under 2s	Band 1 (Up to £24,999)	Per Week	£100.00	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Band 2 (£25,000 - £39,999)	Per Week	£211.25	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Band 3 (£40,000 - £59,999)	Per Week	£229.50	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Band 4 (£60,000 - £79,999)	Per Week	£254.75	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Band 5 (£80,000 - £99,999)	Per Week	£285.81	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Band 6 (£100,000 - £149,999)	Per Week	£322.00	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Band 7 (£150,000 - £199,999)	Per Week	£368.25	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Band 8 (£200,000 - £299,999)	Per Week	£394.50	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Band 9 (£300,000 - £999,999)	Per Week	£417.49	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community 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 Centres	Term Time & Holidays - Under 2s	New Band 11 (above £120,000)	Per Week	£489.39	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - Under 2s	Out of Borough/Marketed	Per Week	£472.69	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	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 Centres	Term Time & Holidays - 2 to 3s	Band 2 (£25,000 - £39,999)	Per Week	£207.10	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - 2 to 3s	Band 3 (£40,000 - £59,999)	Per Week	£225.38	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - 2 to 3s	Band 4 (£60,000 - £79,999)	Per Week	£249.25	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - 2 to 3s	Band 5 (£80,000 - £99,999)	Per Week	£280.21	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - 2 to 3s	Band 6 (£100,000 - £149,999)	Per Week	£316.75	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - 2 to 3s	Band 7 (£150,000 - £199,999)	Per Week	£329.17	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - 2 to 3s	Band 8 (£200,000 - £299,999)	Per Week	£358.92	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time & Holidays - 2 to 3s	Band 9 (£300,000 - £999,999)	Per Week	£379.53	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community 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 Centres	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 Centres	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	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 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 Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	Band 2 (£25,000 - £39,999)	Per Week	£144.98	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	Band 3 (£40,000 - £59,999)	Per Week	£157.76	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	Band 4 (£60,000 - £79,999)	Per Week	£174.83	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	Band 5 (£80,000 - £99,999)	Per Week	£196.14	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 6 (£100,000 - £149,999)	Per Week	£221.73	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 7 (£150,000 - £199,999)	Per Week	£230.42	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 8 (£200,000 - £299,999)	Per Week	£251.25	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 9 (£300,000 - £999,999)	Per Week	£265.67	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 10 (£100,000 - £120,000)	Per Week	£270.57	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 15 hrs free	New Band 11 (above £120,000)	Per Week	£285.92	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Out of Borough/Marketed	Per Week	£301.44	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 1 (Up to £24,999)	Per Week	£78.20	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 2 (£25,000 - £39,999)	Per Week	£82.85	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 3 (£40,000 - £59,999)	Per Week	£90.15	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 4 (£60,000 - £79,999)	Per Week	£99.90	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Band 5 (£80,000 - £99,999)	Per Week	£112.08	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 6 (£100,000 - £149,999)	Per Week	£126.70	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 7 (£150,000 - £199,999)	Per Week	£131.67	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 8 (£200,000 - £299,999)	Per Week	£143.57	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 9 (£300,000 - £999,999)	Per Week	£151.82	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CES	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 10 (£100,000 - £120,000)	Per Week	£154.61	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021

Appendix C1: General Fund Fees and Charges 2021/22

CE5	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	New Band 11 (above £120,000)	Per Week	£163.38	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Term Time - 3 & 4s - Entitled to 30 hrs free	Out of Borough/Marketed	Per Week	£172.25	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	Band 1 (Up to £24,999)	Per Week	£156.57	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	Band 2 (£25,000 - £30,999)	Per Week	£165.69	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	Band 3 (£31,000 - £39,999)	Per Week	£180.31	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	Band 4 (£40,000 - £49,999)	Per Week	£189.43	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	Band 5 (£50,000 - £59,999)	Per Week	£204.11	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	New Band 6 (£60,000 - £69,999)	Per Week	£233.41	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	New Band 7 (£70,000 - £79,999)	Per Week	£263.34	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	New Band 8 (£80,000 - £89,999)	Per Week	£287.14	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	New Band 9 (£90,000 - £99,999)	Per Week	£305.92	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	New Band 10 (£100,000 - £120,000)	Per Week	£399.21	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	New Band 11 (above £120,000)	Per Week	£326.76	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Children's & Community Centres	Holidays - 3 & 4s	Out of Borough/Marketed	Per Week	£344.49	See Comment	NA	TBC - subject to consultation and agreement, before new school year Sept 2021
CE5	Library & Heritage Services	Sale of Obsolete Stock		Per Item, 10p to £2 on books, 50p to £2 on CD, computer games, video	£0.10 - £2.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Digital Images	Local History	Per Image	£18.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Reservation Charge for Items Not in Stock			£3.80	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	PC Printing		Per sheet	15p b/w 50p colour	15p b/w 50p colour	0.00%	
CE5	Library & Heritage Services	Genealogical Research		Per 30 minutes	£15.00	£15.00	0.00%	Minimum slot of 1 hour
CE5	Library & Heritage Services	Local History Photography Pass		Per Day	£6.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Charges for Overdue Books		Per Day (maximum charge per item)	£7.20			Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Hire of Music	CDs		17p per day 50p 60+ free	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Photocopying		Per sheet	15p A4 b/w 20p A3 b/w 50p A4 colour £1 A3 colour	15p A4 b/w 20p A3 b/w 50p A4 colour £1 A3 colour	0.00%	
CE5	Library & Heritage Services	Hall Lettings			£29 to £175 per hour	£29 to £175 per hour	0.00%	Price depends on room and venue
CE5	Library & Heritage Services	Charges for Lost Items			Original purchase price	Original purchase price	NA	
CE5	Library & Heritage Services	Replacement Library Card		Per Night	£2.20	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	DVD Hire Charge			£1.95	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Local History and Re-Sale Material			£26.00	See Comment	NA	Charge based on item being purchased and finish required
CE5	Library & Heritage Services	Local History Centre - Commercial	Front Cover/Jacket		£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Local History Centre - Commercial	Interior		£55.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Local History Centre - Commercial	Leaflets & Brochures		£25.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Local History Centre - Commercial	Advertising in Newspapers & Postcards, greetings cards, giftware,		£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Local History Centre - Commercial	Postcards, greetings cards, giftware,		£140.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Commercial Interior Design & Additional Images	Up to 5 Images		£275.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Commercial Interior Design & Additional Images	Additional Images		£25.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Television	One Showing		£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Television	5-Year unlimited transmission		£275.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	DVDs, Films, Videos & CD-ROMs			£140.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Exhibitions			£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Web Use			£80.00	See Comment	NA	Charge being removed for 2021/22 due to low use of service
CE5	Library & Heritage Services	Education Library Service	Primary School	Per Pupil	£18.00	See Comment	NA	TBC - Charges are reviewed on an academic year basis
CE5	Library & Heritage Services	Education Library Service	Secondary School	Full Subscription	£5,464.60	See Comment	NA	TBC - Charges are reviewed on an academic year basis
CE5	Library & Heritage Services	Education Library Service	Secondary School	Tutor Box Only	£2,613.50	See Comment	NA	TBC - Charges are reviewed on an academic year basis
CE5	Library & Heritage Services	Education Library Service	PVI Nurseries	Out of Borough Schools	£1,968.00	See Comment	NA	TBC - Charges are reviewed on an academic year basis
CE5	Library & Heritage Services	Education Library Service	Artifact Topic Box		£75.00	See Comment	NA	TBC - Charges are reviewed on an academic year basis
Resources	Telecare	Monitoring Service		Per week	£3.80	£3.90	2.63%	Provision of alarm service to residents
Resources	Telecare	Full Service		Per week	£7.59	£7.75	2.11%	Provision of alarm service to residents
Resources	Telecare	Peabody Trust	Alleyn House	Annual	£6,338.22	£6,465.00	2.00%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Lampson House	Annual	£1,968.00	£2,700.00	1.96%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Darwin Court	Annual	£1,178.31	£1,400.00	1.98%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Davey Court	Annual	£6,107.74	£6,230.00	2.00%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Lomond House	Annual	£6,799.18	£6,935.00	2.00%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Walston and Founders House	Annual	£5,762.02	£5,880.00	2.05%	Provision of alarm service to Housing Association
Resources	Telecare	Peabody Trust	Elwood Court	Annual	£7,028.86	£7,170.00	2.00%	Provision of alarm service to Housing Association
Resources	Telecare	Hullington & Shoreditch		Annual	£4,817.69	£4,915.00	2.02%	Provision of alarm service to Housing Association
Resources	Telecare	Barnsbury Housing		Annual	£3,571.51	£3,645.00	2.06%	Provision of alarm service to Housing Association
Resources	Law & Governance - Residential	NTB Lease Print (on grant of right to buy lease)			£90.00	£92.00	2.22%	
Resources	Law & Governance - Residential	Sealing fee (RTBs)			£15.00	£15.50	3.33%	
Resources	Law & Governance - Residential	Certificate of Compliance			£255.00	£260.00	1.96%	
Resources	Law & Governance - Residential	Release of Charge (DS1)			£120.00	£125.00	4.17%	
Resources	Law & Governance - Residential	Release of Restriction (RX1)			£120.00	£125.00	4.17%	
Resources	Law & Governance - Residential	Variation of Restrictions			£305.00	£310.00	1.64%	
Resources	Law & Governance - Residential	Memorandum of Staircasing			£255.00	£260.00	1.96%	
Resources	Law & Governance - Residential	Postponement of Charge			£255.00	£260.00	1.96%	
Resources	Law & Governance - Residential	Combined Standard Deeds of Variation & Licences to Alter	e.g. loft space; works; change of lease plans		£715.00	£730.00	2.10%	
Resources	Law & Governance - Residential	Combined Other Deeds of Variation & Licences to Alter			£895.00	£915.00	2.23%	
Resources	Law & Governance - Residential	Separate Deed of Variation			£460.00	£470.00	2.17%	
Resources	Law & Governance - Residential	Separate Licence to Alter			£460.00	£470.00	2.17%	
Resources	Law & Governance - Residential	Letter of Consent			£360.00	£370.00	2.78%	
Resources	Law & Governance - Residential	Deed of Covenant			£100.00	£100.00	0.00%	
Resources	Law & Governance - Residential	NTB Supplemental Lease			£665.00	£680.00	2.26%	
Resources	Law & Governance - Residential	Lease Extension			£1,000.00	£1,050.00	5.00%	
Resources	Law & Governance - Residential	Freehold Enfranchisement (statutory or voluntary (deed))			£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	Commercial	Grant of new commercial lease		Minimum Charge	£1,000.00	£1,050.00	5.00%	
Resources	Commercial	All licences and deeds	Assignment, alterations, rectification, subletting etc.	Minimum Charge	£850.00	£870.00	2.35%	
Resources	Commercial	Notice of Charge/Assignment			£65.00	£65.00	0.00%	
Resources	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	£96.50	£97.00	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			assessed charge under Government regulations	assessed charge under Government regulations	NA	
HASS	Adult Social Services	Residential care charges			assessed charge under Government regulations	assessed charge under Government regulations	NA	
HASS	Housing Needs & Strategy	Furniture Storage			£153.95	£156.00	1.99%	
E & R	Public Protection	Public Protection Officer		Hourly Rate	£75.00	£75.00	0.00%	
E & R	Public Protection	Charges for carrying out works in default following service of Notices			£250.00 per hour	£250.00 per hour	0.00%	
E & R	Public Protection	Land Charges LA Searches	LLC1	Per Case	30% of cost of	30% of cost of	NA	
E & R	Public Protection	Land Charges LA Searches	Con29R		£27.00	£27.00	0.00%	

Appendix C1: General Fund Fees and Charges 2021/22

E & R	Public Protection	Land Charges LA Searches	Enhanced Personal search		£0.00	£0.00	0.00%	
E & R	Public Protection	Land Charges LA Searches	Information search		£58.00	£58.00	0.00%	
E & R	Public Protection	Land Charges LA Searches	Personal inspection of the Local Land Charges Register under EIR		£0.00	£0.00	0.00%	
E & R	Public Protection	Land Charges LA Searches	Part 2 (Con290) 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		£57.75	£59.00	2.16%	
E & R	Animal Services	Act 1925	Copy Certificate		£22.00	£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			£605.00	£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	£345.00	£345.00	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 - 5257		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 - 5257	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 - 5257	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		Per Hour	£69.00	£69.00	0.00%	
E & R	Health	Food Hygiene Re-training		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 (575)		£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%	
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	£104.00	£106.00	1.92%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Liquid Fuel and Lubricants		Other types-single outlets	£145.00	£148.00	2.07%	
E & R	Trading Standards & Street Trading	Measuring Instruments for Liquid Fuel and Lubricants		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 £150 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%	

Appendix C1: General Fund Fees and Charges 2021/22

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	£88.00	£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 licenses/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	£56.00	£57.00	1.79%
E & R	Planning & Development	Pre-Application & Other Advice		Duty Planning Officer Slot	£79.25	£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%
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		Larger 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		Larger 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		(5b) 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 (57) - 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		Other 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	£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	£110.00	£112.50	2.27%
E & R	Building Control	Temporary Structure		Renewal - Administrative Time	£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	£990.00	£1,009.80	2.00%

Appendix C1: General Fund Fees and Charges 2021/22

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: Existing 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	Street Naming or Numbering: 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%
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%

Appendix C1: General Fund Fees and Charges 2021/22

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 max of 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 and Permission	1 - 5 years	£0.00	£102.46	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 (300x690x600)	£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 (600x990x600)	£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	£260.00	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
E & R	Environmental Services - Highways	Rechargeable Works	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	£89.50	£89.50	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	Wheelie Bin 240 litre	Per lift	£7.50	£7.50	0.00%
E & R	Commercial Waste	Waste Management	Wheelie Bin 240 litre (Rec)	Per lift	£6.70	£6.70	0.00%
E & R	Commercial Waste	Waste Management	Wheelie Bin 330/360 litre	Per lift	£9.30	£9.30	0.00%
E & R	Commercial Waste	Waste Management	Wheelie 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	Wheelie Bin 240 litre	Per lift	£4.40	£4.40	0.00%
E & R	Charity/Educational Establishment Waste	Waste Management	Wheelie 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%

Appendix C1: General Fund Fees and Charges 2021/22

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 £15.50)	£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%
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	£47.50	9.57%
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	17.77%
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

Appendix C1: General Fund Fees and Charges 2021/22

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%
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	£47.50	9.57%
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%
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%

Appendix C1: General Fund Fees and Charges 2021/22

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-visitor vouchers - 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	£26.25	£26.85	1.95%
E & R	Parking Permits	Visitor Parking Vouchers	1-hour business voucher	Book of 10	£13.65	£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	Annual	£276.00	£281.50	1.99%
E & R	Parking Permits	Other Permits	(New Doctors parking place installation - includes 1 permit)		£3,130.00	£3,185.00	2.08%
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		£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	£112.40	£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	£113.75	£118.00	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 Subsequent Day	£32.60	£33.25	1.99%
E & R	Parking	Parking Suspensions	Film work waiver	Per Day	£52.25	£53.50	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	£4.45	£4.45	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	£0.20	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
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		£158.60	£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 - Astroturf - 1 hour session	Full rate - full pitch	£80.35	£82.00	2.05%
E & R	Parks - Sports	Football	Highbury Fields - Astroturf - 1 hour session	BETTER Card / Clubmark - full pitch	£68.75	£70.00	1.82%
E & R	Parks - Sports	Football	Highbury Fields - Astroturf - 1 hour session	Child rate - full pitch	£39.20	£40.00	2.04%
E & R	Parks - Sports	Football	Highbury Fields - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£33.00	£33.70	2.12%
E & R	Parks - Sports	Football	Paradise Park - Astroturf - 1 hour session	Full rate - full pitch	£46.40	£47.30	1.94%
E & R	Parks - Sports	Football	Paradise Park - Astroturf - 1 hour session	BETTER Card / Clubmark - full pitch	£40.20	£41.00	1.99%
E & R	Parks - Sports	Football	Paradise Park - Astroturf - 1 hour session	Child rate - full pitch	£27.30	£27.85	2.01%
E & R	Parks - Sports	Football	Paradise Park - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£22.30	£22.75	2.02%
E & R	Parks - Sports	Football	Rosemary Gardens - Astroturf - 1 hour session	Full rate - full pitch	£91.70	£93.50	1.96%
E & R	Parks - Sports	Football	Rosemary Gardens - Astroturf - 1 hour session	Full rate - half pitch	£45.85	£46.75	1.96%
E & R	Parks - Sports	Football	Rosemary Gardens - Astroturf - 1 hour session	BETTER Card / Clubmark - full pitch	£79.40	£81.00	2.02%
E & R	Parks - Sports	Football	Rosemary Gardens - Astroturf - 1 hour session	BETTER Card / Clubmark - half pitch	£39.70	£40.50	2.02%
E & R	Parks - Sports	Football	Rosemary Gardens - Astroturf - 1 hour session	Child rate - full pitch	£54.60	£55.70	2.01%
E & R	Parks - Sports	Football	Rosemary Gardens - Astroturf - 1 hour session	Child rate - half pitch	£27.30	£27.85	2.01%
E & R	Parks - Sports	Football	Rosemary Gardens - Astroturf - 1 hour session	Child BETTER Card / Clubmark / School - full pitch	£44.10	£45.00	2.04%
E & R	Parks - Sports	Football	Rosemary Gardens - Astroturf - 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%

Appendix C1: General Fund Fees and Charges 2021/22

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	£103.50	£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	Finbury 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%
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	£61.50	£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		£41.67	£41.67	0.00%
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)	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		Per Hour	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%

Appendix C1: General Fund Fees and Charges 2021/22

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%

Where VAT is applicable, all fees and charges noted are VAT exclusive, except where otherwise stated.

**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 6.6x2.6	£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%

Where VAT is applicable, all fees and charges noted are VAT exclusive.



**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>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>-</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%

**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 Revenue 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 Revenue 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	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
Compliance and Modernisation (non-housing)	Cross-Cutting	Funds to deal with urgent property compliance issues and to assist in providing funds for a cyclical maintenance and modernisation programme across the council's estate.	2.865	0.000	2.960	0.000	2.965	0.000	8.790	0.000	8.790	19.155	0.000
Greenspaces - Bingfield Park (including Crumbles Castle legacy)	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 Clerkenwell 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
Wiray Court and Orchard Close residential care homes for people with learning difficulties	People	Various urgent structural repairs/modernisation, including bathroom/wet-room re-fits, multi-tracking hoist 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 - Tunnell Park all-weather pitch	E&R	Conversion of this 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**

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>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 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>RESERVE LIST</b>													
<b>Greener &amp; Cleaner Islington</b>													
<b>Energy - GreenSCIES</b>	E&R	The project consist of the construction of a heat network that integrates other aspects of energy use in the local community such as: heating, cooling, renewable power generation, EV charging, batteries storage and mobility. Part of Islington's Net Zero 'Vision 2030' strategy.	0.000	0.000	0.000	0.000	5.000	(5.000)	5.000	(5.000)	0.000	15.000	(5.000)
<b>Retrofitting Housing Estates</b>	Housing - HRA	Installing energy efficiency measures across Housing Estates to reduce energy consumption and decrease carbon emissions. Part of the Zero Net Carbon action plan.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	300.000	0.000
<b>Jobs &amp; Opportunity</b>													
<b>Libraries - Vorley Road</b>	People	New Library in Vorley Road, as a possible replacement for Archway Library if development in Archway (affordable homes, a new GP surgery and a new library) proceeds.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2.000	0.000
<b>TOTAL (RESERVE LIST)</b>			<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>5.000</b>	<b>(5.000)</b>	<b>5.000</b>	<b>(5.000)</b>	<b>0.000</b>	<b>317.000</b>	<b>(5.000)</b>

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## **Appendix E2: Capital Strategy Report 2021/22**

### **Introduction**

This capital strategy report gives an overview of how capital expenditure, capital financing and treasury management activity contribute to the achievement of council priorities and provision of services in Islington. It also presents an overview of how associated risk is managed and the implications for future financial sustainability.

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

### **Planned Capital Expenditure**

Capital expenditure is where the authority spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The authority has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

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. As part of this approach, in 2021/22, the authority is planning capital expenditure of £187m (including expected reprofiling as at Month 8 in 2020/21) as summarised below:

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

	<b>2019/20 actual</b>	<b>2020/21 forecast</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>	<b>2023/24 budget</b>	<b>2024/25- 2030/31 indicative</b>	<b>2019/20- 2030/31 Total</b>
General Fund services	41.590	34.897	70.555	53.941	50.673	362.538	<b>614.194</b>
Council housing (HRA)	76.937	91.164	116.234	136.394	111.403	747.555	<b>1,279.687</b>
<b>TOTAL</b>	118.527	126.061	186.789	190.335	162.076	1,110.093	<b>1,893.881</b>

The capital programme will deliver £539m of capital investment over the next three years to support the achievement of council objectives. Key projects contributing to these objectives are summarised below along with spend over the next three years.

### **Decent and genuinely affordable homes for all**

- Housing new build programme (£302m); our major programme of investment in new, affordable social housing in Islington. Ensuring everyone has a decent, secure and genuinely affordable home is a key council priority and the council has been building well-designed, good quality new council homes for 10 years – out of old garages, on car parks, in old undercrofts and on top of existing buildings. The majority of this spend occurs in the HRA but there is also General Fund spend relating to the open market sales elements of the housing programme (£76m), with the upfront costs of building funded by temporary borrowing for cash flow purposes. This is recouped by the capital receipts when the completed units are sold and funds further investment in our council house building programme.
- In 2021/22 alone the council will invest £80m in our ongoing New Build Programme, as we work towards our commitment to build 550 new council homes by 2022 – the largest new-build programme for council homes in Islington in 30 years. 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.

### **Jobs and opportunity**

- Improving our early years accommodation, schools and youth provision (£10m)
- 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 vehicle 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 programme to reduce car trips and improve neighbourhoods for walking, cycling and living

- Pilot retrofitting on Housing estates (£3m); installing 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
- Solar Panels and LED Lighting (£2m); install solar panels where feasible on our corporate estate and replace traditional light fittings with LED to lower emissions

In addition to these programmes, the capital programme will support the effective management of Islington's infrastructure, modernisation of community assets, and investments to enhance specific parts of the borough. This includes:

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

Full details of the authority's capital programme are found at Appendix E1.

### **Capital Governance**

Oversight and governance of the capital programme is supported by a comprehensive framework of advisory boards with member and officer involvement:

- The Corporate Asset Delivery Board, comprised of officers and members, is accountable for the overall delivery of the corporate asset strategy, with oversight of all material asset and capital related decisions. It reviews the 10-year capital strategy and supporting annual programmes, subject to formal budget approval.
- The Major Projects Board, comprised of officers, is accountable for initiating and monitoring delivery of significant mixed-use developments including those led by development partners, as well as smaller but complex schemes cutting across different directorates and/or with complex stakeholder management issues.
- The Housing Delivery Board, comprised of officers and members, integrates governance of new homes delivery and major works across the council's existing stock.
- The Borough Investment Panel, comprised of officers and members, is accountable for recommending approval of all CIL/s106 investment decisions and spend oversight.

- A series of Directorate level programme delivery boards, comprised of officers, are accountable for all other asset development and capital programme activity and linked to wider Directorate governance arrangements.

In relation to the annual capital programme, service managers submit capital submission bid requests annually to include projects in the authority's capital programme. Bids are collated by corporate finance who calculate the financing cost (which can be nil if the project is fully externally financed) and assess the overall affordability of the capital programme. This includes an assessment of the revenue implications of the projects as part of the revenue budget setting process.

A rigorous assurance and prioritisation exercise is then undertaken, assessing capital projects against their contribution to council priorities and their deliverability. The prioritisation process supports the council in making decisions about which project to progress, especially in an environment of challenging financial resources. All bids are appraised at Corporate Management Board who then make recommendations to members. The final capital programme is then presented to the Executive in January and to council in February each year.

### **Capital Financing**

All capital expenditure must be financed, either from external sources (government grants and other contributions), the authority's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The main sources of capital funding the council uses are summarised below:

- Capital Grants: predominantly government grants and are usually provided to the council for the specific use of funding capital expenditure for certain schemes and programmes (e.g. Department for Education funding for schools' condition works)
- Section 106/CIL: developer contributions towards infrastructure; Section 106 contributions relate to specific projects and outcomes
- Capital receipts: when a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The council primarily generates capital receipts from the open market sale homes used to finance the building of the council homes.
- Other capital contributions: specific contributions received for projects from third parties who may have a specific output or benefit achieved through the capital works the council is providing (e.g. landlord/tenant contributions to modernisation works)
- Revenue contributions: direct revenue contributions towards capital expenditure; a minimal source of funding due to pressures on the revenue budget

- HRA Reserves: direct funding from the HRA to support its capital programme through the use of the Major Repairs Reserve and revenue contribution to capital works
- Borrowing: typically, Public Works Loan Board (PWLB) loans to support capital expenditure. This form of capital funding has revenue implications (i.e. interest and provision to pay back loan) which are accounted for as part of the budget setting process.

The planned financing of the council's capital programme is shown in table 2. This only includes the years to 2023/24 as these are the years which are currently financed as part of the council's Medium-Term Financial Strategy (MTFS).

*Table 2: Capital financing in £ millions*

	<b>2019/20 actual</b>	<b>2020/21 forecast</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>	<b>2023/24 budget</b>
<b><u>General Fund Programme</u></b>					
Capital Grants	6.959	4.291	6.206	1.400	1.400
Section 106/CIL	7.042	5.031	10.430	8.482	6.500
Capital Receipts	10.129	1.237	30.358*	17.249	6.818
Other capital contributions	0.555	0.740	0.000	0.000	0.000
Revenue contributions	0.161	0.000	0.000	0.000	0.000
General Fund Borrowing	16.744	23.598	23.561	26.810	35.955
<b>Total General Fund</b>	<b>41.590</b>	<b>34.897</b>	<b>70.555</b>	<b>53.941</b>	<b>50.673</b>
<b><u>HRA Programme</u></b>					
Capital Grants	0.081	1.700	0.000	0.000	0.000
Section 106/CIL	10.545	3.172	1.717	0.000	0.000
Capital Receipts	19.983	27.457	43.471	48.062	57.080
HRA Reserves	46.328	58.835	70.496	50.721	22.348
HRA Borrowing	0.000	0.000	0.550	37.611	31.975
<b>Total HRA</b>	<b>76.937</b>	<b>91.164</b>	<b>116.234</b>	<b>136.394</b>	<b>111.403</b>
<b>Total Capital Programme</b>	<b>118.527</b>	<b>126.061</b>	<b>186.789</b>	<b>190.335</b>	<b>162.076</b>

*\* £8.318m of the 2021/22 General Fund Capital Receipts are assumed to repay prior year temporary borrowing as shown in table 3. This is related to the building of private dwellings to sell on the open market as part of the council's housing new build programme. The upfront cost of building these private dwellings is funded by temporary borrowing for cash flow purposes, recouped by the capital receipts when the completed units are sold.*

The largest risk in relation to capital financing relates to capital receipts, of which the council expects to generate £74m in 2021/22. All these projected capital receipts are from the open market sales of housing and are intrinsically linked with the housing new build capital programme. Given present economic conditions there is uncertainty around the timing and value of these receipts. 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.

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as Minimum Revenue Provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

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

	<b>2019/20 actual</b>	<b>2020/21 forecast</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>	<b>2023/24 budget</b>
MRP	1.893	2.463	3.376	4.368	4.874
Use of capital receipts	0.000	0.000	8.318	0.000	0.000
Repayment of PFI/Leases	11.754	14.301	12.343	3.469	3.133
<b>TOTAL</b>	<b>13.647</b>	<b>16.764</b>	<b>24.037</b>	<b>7.837</b>	<b>8.007</b>

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

Since 2017/18, the council has adopted the asset life (annuity) method (based on a prudent assessment of average asset life). In calculating the asset life (annuity) MRP, the average interest rates published by the Public Works Loans Board in the relevant financial year for new annuity loans will be used. Based on this policy, the estimated MRP in 2021/22 is £3.376m.

The council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR

is expected to increase by £8.392m during 2021/22. Based on the above figures for expenditure and financing, the authority's estimated CFR is as follows:

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

	<b>31.3.20 actual</b>	<b>31.3.21 forecast</b>	<b>31.3.22 budget</b>	<b>31.3.23 budget</b>	<b>31.3.24 budget</b>
General Fund Services	135.483	155.174	175.359	197.801	228.882
HRA	466.254	466.254	466.804	504.415	536.390
PFI Liabilities	110.674	96.373	84.030	80.561	77.428
<b>Total CFR</b>	<b>712.411</b>	<b>717.801</b>	<b>726.193</b>	<b>782.777</b>	<b>842.700</b>

### **Treasury Management**

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The authority is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due to decisions taken in the past, the authority currently has (as at 15 January 2021) £383m borrowing at an average interest rate of 3.83% and £208m treasury investments at an average rate of 0.87%.

**Borrowing strategy:** The authority's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the authority therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.10%) and long-term fixed rate loans where the future cost is known but higher (currently 1.25 to 1.78%).

Projected levels of the authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases) are shown below, compared with the capital financing requirement (see above).

*Table 5: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions*

	<b>31.3.20 actual</b>	<b>31.3.21 forecast</b>	<b>31.3.22 budget</b>	<b>31.3.23 budget</b>	<b>31.3.24 budget</b>
Debt (incl. PFI & leases)	441.600	525.000	559.400	718.600	782.700
Capital Financing Requirement	712.411	717.801	726.193	782.777	842.700

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the authority expects to comply with this in the medium term.

**Liability benchmark:** To compare the authority's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This strategy assumes that you would take up all your borrowing need and hold minimum surplus cash. Hence foregoing investment income to minimise debt interest. This assumes that cash and investment balances are kept to a minimum level of £10m at each year-end. This benchmark is currently £298.2m and is forecast to rise to £455.9m over the next three years.

*Table 6: Borrowing and the Liability Benchmark in £ millions*

	<b>31.3.20 actual</b>	<b>31.3.21 forecast</b>	<b>31.3.22 budget</b>	<b>31.3.23 budget</b>	<b>31.3.24 budget</b>
Outstanding borrowing	346.100	383.600	477.200	591.600	659.500
Liability benchmark	308.200	339.100	367.400	428.600	465.900

The table shows that the authority expects to remain borrowed above its liability benchmark. This is because cash outflows to date have been below the assumptions made when the loans were borrowed and a surplus in working capital.

**Affordable borrowing limit:** The authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

*Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m*

	<b>2020/21 limit</b>	<b>2021/22 limit</b>	<b>2022/23 limit</b>	<b>2023/24 limit</b>
Authorised limit – borrowing	430.000	577.000	642.000	710.000
Authorised limit – PFI and leases	106.000	92.000	88.000	83.000
Authorised limit – total external debt	536.000	739.000	730.000	793.000
Operational boundary – borrowing	400.000	527.000	592.000	660.000
Operational boundary – PFI and leases	101.000	87.000	83.000	78.000
Operational boundary – total external debt	501.000	614.000	675.000	738.000

- Further details on borrowing are included in the Treasury Management Strategy (**Appendix E4**).

**Treasury investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The authority’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which investments to buy and the authority may request its money back at short notice.

*Table 8: Treasury management investments in £millions*

	<b>31.3.20 actual</b>	<b>31.3.21 forecast</b>	<b>31.3.22 budget</b>	<b>31.3.23 budget</b>	<b>31.3.24 budget</b>
Near-term investments	148.800	108.700	70.000	70.000	70.000
Longer-term investments	0.000	0.000	30.000	20.000	20.000
<b>TOTAL</b>	<b>148.800</b>	<b>108.700</b>	<b>100.000</b>	<b>90.000</b>	<b>90.000</b>

- Further details on treasury investments are included in the Treasury Management Strategy (**Appendix E4**).

**Risk management:** The effective management and control of risk are prime objectives of the authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses.

**Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Corporate Director of Resources and staff, who must act in line with the treasury management strategy approved by council. The Audit committee is responsible for scrutinising treasury management decisions.

### **Investments for Service Purposes**

The authority makes investments to assist local public services, including making loans to and buying shares in local service providers, local small businesses to promote economic growth, the authority's subsidiaries that provide services. In light of the public service objective, the authority is willing to take more risk than with treasury investments, however it still plans for such investments to break even after all costs.

Total investments for service purposes are currently valued at £2m with the largest being soft loans to employees of £1.1m providing a net return after all costs of 0%. This also includes loans to and equity investments in:

- Islington Limited (iCo), a wholly owned subsidiary providing local services, a loan of £0.050m;
- Three private companies responsible for managing schools under the Building Schools for the Future programme (a loan of £0.684m);
- A local charity (a loan of £0.098m);
- Equity investment in a private company responsible for managing schools under the Building Schools for the Future programme (fair value of £0.096m)

**Governance:** Decisions on service investments are made by the relevant service manager in consultation with the Director of Finance and must meet the criteria and limits laid down in the investment strategy.

- Further details on service investments are included in the Investment Strategy (**Appendix E5**).

### **Commercial Activities**

The council hold investment property (value of £33.2m as at 31/03/2020) in order to generate income to spend on services in Islington. The council has consistently taken a prudent approach to this – no new commercial properties have been purchased in recent years and there are no current plans to invest in commercial properties over the medium term. In November 2020 PWLB guidance was updated and PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield. The authority intends to avoid this activity in order to retain its access to PWLB loans.

The council also has a wholly owned subsidiary – Islington Limited (iCo), the purpose of which is to trade for profit with public bodies, private organisations and members of the public to provide a return to the council. The services provided by iCo are in activities related to municipal functions in which relevant expertise is held (for instance Commercial Waste, Tree Maintenance and Memorials). The council has loaned iCo £0.050m, which is due to be repaid in 2020/21.

**Governance:** If and when the council does engage in further commercial activity, the council will consider fully its risk exposure against financial returns in order to ensure that commercial investments remain proportionate to the size of the authority with appropriate contingency plans in place should expected yields not materialise. If the council did decide to make a commercial investment it is unlikely that the council would invest in assets outside of the borough and would only do so where there were strategic benefits for the council (e.g. in respect of regeneration).

Decisions on commercial investments are to be made by senior officers in line with the criteria and limits approved by council in the Investment Strategy. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

- Further details on commercial investments are included in the Investment Strategy (**Appendix E5**).

## **Liabilities**

In addition to debt of £384m detailed above, the authority is committed to making future payments to cover its pension fund deficit (£249m as at the last valuation setting contributions – 31<sup>st</sup> March 2019). The council has also set aside provisions to cover probable liabilities that can be measured reliably. The most significant of these are the NNDR appeals provision (£15.9m as at 31/03/2020 in terms of the council's share, £33.2m in total including the central government and GLA shares) and the insurance fund provision (£14.2m as at 31/03/2020). The insurance fund provision covers anticipated liabilities for Errors and Omissions, Libel and Slander, Motor (Third

Party), Employers' Liability, Public Liability, Fire and other risks – up to a specific limit for any one claim. External policies cover claims in excess of these limits.

**Governance:** Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Section 151 Officer. The risk of liabilities crystallising and requiring payment is monitored by corporate finance and reported as part of the annual closing of accounts process and as appropriate during the financial year. Corporate risks and risk management are also reported to Executive.

- Further details on liabilities and guarantees can be found in the 2019/20 statement of accounts:

[https://www.islington.gov.uk/~/\\_media/sharepoint-lists/public-records/finance/information/adviceandinformation/20202021/20201130islingtonstatementofaccounts201920.pdf](https://www.islington.gov.uk/~/_media/sharepoint-lists/public-records/finance/information/adviceandinformation/20202021/20201130islingtonstatementofaccounts201920.pdf)

### **Revenue Budget Implications**

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from council tax, business rates and general government grants.

*Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream*

	<b>2019/20 actual</b>	<b>2020/21 forecast</b>	<b>2021/22 budget</b>	<b>2022/23 budget</b>	<b>2023/24 budget</b>
Financing costs (£m)	13.857	12.976	13.832	15.256	15.159
Proportion of net revenue stream	6.4%	5.7%	6.9%	6.8%	6.8%

**Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for many years into the future. The Section 151 Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable because revenue costs of borrowing have been fully incorporated in the 2021/22 revenue budget and MTFs. Additionally, the council is moving towards the development of a ten-year capital programme, and indicative requirements to 2030/31 are known. This enhanced long term budgetary planning will continue to be developed.

### **Knowledge and Skills**

The council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The authority pays for junior staff to study towards relevant professional qualifications including CIPFA (Chartered Institute of Public Finance and Accountancy).

Where council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The authority currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly and ensures that the authority has access to knowledge and skills commensurate with its risk appetite.

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## **Appendix E3: Minimum Revenue Provision Statement 2021/22**

Where the authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the authority to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the authority to approve an Annual MRP Statement each year and recommends options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance:

- For unsupported capital expenditure incurred after 31<sup>st</sup> March 2008, MRP is determined by charging the expenditure over the expected useful life of the relevant asset as the principal repayment on an annuity with an annual interest rate equal to the average 25-year PWLB rate for the year of expenditure, starting in the year after the asset becomes operational. MRP on purchases of freehold land is charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction is charged over 20 years.
- For assets acquired by leases or the Private Finance Initiative, MRP is determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability. However, for long life or high value PFI contracts, MRP is spread across the expected life of the asset, in equal instalments.
- No MRP is charged in respect of assets held within the Housing Revenue Account.

Capital expenditure incurred during 2021/22 will not be subject to a MRP charge until 2022/23 or the year after it becomes operational, whichever is the later.

Based on the authority's latest estimate of its capital financing requirement (CFR) on 31<sup>st</sup> March 2021, the budget for MRP has been set as follows:

	<b>31.03.2021 Estimated CFR £m</b>	<b>2021/22 Estimated MRP £</b>
Capital expenditure before 01.04.2008	89.416	0.954
Unsupported capital expenditure after 31.03.2008	65.758	2.422
Leases and Private Finance Initiative	96.373	0.000
<b>Total General Fund</b>	<b>251.546</b>	<b>3.376</b>
<b>Total Housing Revenue Account</b>	<b>466.254</b>	<b>0.000</b>
<b>Total</b>	<b>717.801</b>	<b>0.000</b>

## **Appendix E4: Islington Treasury Management Strategy Statement** **2021/22**

### **Introduction**

Treasury management is the management of the authority's cash flows, borrowing and investments, and the associated risks. The authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the authority's prudent financial management.

Treasury risk management at the authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the authority to approve a treasury management strategy before the start of each financial year. This report fulfils the authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy (**Appendix E5**).

### **External Context**

**Economic background by our advisors, Arlingclose:** The impact on the UK from coronavirus, lockdown measures, the rollout of vaccines, as well as the new trading arrangements with the European Union (EU), will remain major influences on the authority's treasury management strategy for 2021/22.

The Bank of England (BoE) maintained Bank Rate at 0.10% in December 2020 and Quantitative Easing programme at £895 billion having extended it by £150 billion in the previous month. The Monetary Policy Committee (MPC) voted unanimously for both, but no mention was made of the potential future use of negative interest rates. In the November Monetary Policy Report (MPR) forecasts, the Bank expects the UK economy to shrink -2% in Q4 2020 before growing by 7.25% in 2021, lower than the previous forecast of 9%. The BoE also forecasts the economy will now take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. By the time of the December MPC announcement, a COVID-19 vaccine was approved for use, which the Bank noted would reduce some of the downside risks to the economic outlook outlined in the November MPR.

UK Consumer Price Inflation (CPI) for November 2020 registered 0.3% year on year, down from 0.7% in the previous month. Core inflation, which excludes the more volatile components, fell to 1.1% from 1.5%. The most recent labour market data for the three months to October 2020 showed the unemployment rate rose to 4.9% while the employment rate fell to 75.2%. Both measures are expected to deteriorate further due to the ongoing impact of coronavirus on the jobs market, particularly when the various government job retention schemes start to be unwound in 2021, with the BoE forecasting unemployment will peak at 7.75% in Q2 2021. In October, the headline 3-month average annual growth rate for wages were 2.7% for total pay and 2.8% for regular pay. In real terms, after adjusting for inflation, total pay growth was up by 1.9% while regular pay was up 2.1%.

GDP growth rebounded by 16.0% in quarter 3, 2020 having fallen by -18.8% in the second quarter, with the annual rate rising to -8.6% from -20.8%. All sectors rose quarter-on-quarter, with dramatic gains in construction (41.2%), followed by services and production (both 14.7%). Monthly GDP estimates have shown the economic recovery slowing and remains well below its pre-pandemic peak. Looking ahead, the BoE's November MPR forecasts economic growth will rise in 2021 with GDP reaching 11% in Q4 2021, 3.1% in Q4 2022 and 1.6% in Q4 2023.

GDP growth in the euro zone rebounded by 12.7% in Q3 2020 after contracting by -3.7% and -11.8% in the first and second quarters, respectively. Headline inflation however, remains extremely weak, registering -0.3% year-on-year in November, the fourth successive month of deflation. Core inflation registered 0.2% year-on-year in November, well below the European Central Bank's (ECB) target of 'below, but close to 2%'. The ECB is expected to continue holding its main interest rate of 0% and deposit facility rate of -0.5% for some time but expanded its monetary stimulus in December 2020, increasing the size of its asset purchase scheme to €1.85 trillion and extended it until March 2022.

The US economy contracted at an annualised rate of 31.4% in Q2 2020 and then rebounded by 33.4% in q. The US Federal Reserve bank maintained the Fed Funds rate at between 0% and 0.25% and announced a change to its inflation targeting regime to a more flexible form of average targeting. The Fed also provided strong indications that interest rates are unlikely to change from current levels over the next three years.

Former vice-president Joe Biden won the 2020 US presidential election. Mr Biden is making tackling coronavirus his immediate priority and has reversed several executive orders signed by his predecessor and take the US back into the Paris climate accord and the World Health Organization.

**Credit outlook:** After spiking in late March as coronavirus became a global pandemic and then rising again in October/November, credit default swap (also known as CDS and

is a financial product or contract that allows an investor to "swap" or offset his or her credit risk with that of another investor) prices for the larger UK banks have steadily fallen back to almost pre-pandemic levels. Although uncertainly around COVID-19 related loan defaults lead to banks provisioning billions for potential losses in the first half of 2020, drastically reducing profits, reported impairments for Q3 were much reduced in some institutions. However, general bank profitability in 2020 and 2021 may be significantly lower than in previous years.

The credit ratings for many UK institutions were downgraded on the back of downgrades to the sovereign rating. Credit conditions more generally though in banks and building societies have tended to be relatively benign, despite the impact of the pandemic.

Looking forward, the potential for bank losses to be greater than expected when government and central bank support starts to be removed remains a risk, suggesting a cautious approach to bank deposits in 2021/22 remains advisable.

**Interest rate forecast:** The authority's treasury management adviser Arlingclose is forecasting that BoE Bank Rate will remain at 0.1% until at least the first quarter of 2024. The risks to this forecast are judged to be to the downside as the BoE and UK government continue to react to the coronavirus pandemic and the new EU trading arrangements. The BoE extended its asset purchase programme to £895 billion in November while keeping Bank Rate on hold and maintained this position in December. However, further interest rate cuts to zero, or possibly negative, cannot yet be ruled out but this is not part of the Arlingclose central forecast.

Gilt yields are expected to remain very low in the medium-term while short-term yields are likely remain below or at zero until such time as the BoE expressly rules out the chance of negative interest rates or growth/inflation prospects improve. The central case is for 10-year and 20-year to rise to around 0.60% and 0.90% respectively over the time horizon. The risks around the gilt yield forecasts are judged to be broadly balanced between upside and downside risks, but there will almost certainly be short-term volatility due to economic and political uncertainty and events.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate of 0.50% and that new long-term loans will be borrowed at an average rate of 2.5%

## **Local Context**

On 15 January the authority held £383m of borrowing and £208m of treasury investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

*Table 1: Balance sheet summary and forecast*

	<b>31.3.20 Actual £m</b>	<b>31.3.21 Estimate £m</b>	<b>31.3.22 Forecast £m</b>	<b>31.3.23 Forecast £m</b>	<b>31.3.24 Forecast £m</b>
<b>Total CFR</b>	<b>712.411</b>	<b>717.801</b>	<b>726.193</b>	<b>782.777</b>	<b>842.700</b>
Less: Other debt liabilities *	-110.674	-96.373	-84.030	-80.561	-77.428
	<b>601.800</b>	<b>621.428</b>	<b>642.163</b>	<b>702.216</b>	<b>765.272</b>
Less: External borrowing **	-302.100	-346.100	-477.200	-641.000	-709.500
<b>Internal (over) borrowing</b>	<b>299.637</b>	<b>275.328</b>	<b>164.963</b>	<b>61.216</b>	<b>55.772</b>
Less: Usable reserves	-281.000	-255.100	-234.200	-228.400	-249.800
[Less/Plus]: Working capital	-132.800	-132.800	-132.800	-132.800	-132.800
<b>Treasury investments (or New borrowing)</b>	<b>-114.163</b>	<b>-112.572</b>	<b>-202.037</b>	<b>-299.984</b>	<b>-326.828</b>

\* leases and PFI liabilities that form part of the authority's total debt

\*\* shows only loans to which the authority is committed and excludes optional refinancing

The underlying need to borrow or finance from other long term liabilities for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the authority expects to comply with this recommendation during 2021/22.

**Liability benchmark:** To compare the council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £10m at each year-end to maintain sufficient liquidity but minimise credit risk.

*Table 2: Liability benchmark*

	<b>31.3.20 Actual £m</b>	<b>31.3.21 Estimate £m</b>	<b>31.3.22 Forecast £m</b>	<b>31.3.23 Forecast £m</b>	<b>31.3.24 Forecast £m</b>
Total CFR	712.400	717.801	726.193	782.777	842.700
Less: Usable reserves	-281.000	-255.100	-234.200	-228.400	-249.800
Less: Working capital	-132.800	-132.800	-132.800	-132.800	-132.800
Plus: Minimum investments	10.000	10.000	10.000	10.000	10.000
<b>Liability benchmark</b>	<b>308.600</b>	<b>339.901</b>	<b>369.193</b>	<b>431.577</b>	<b>470.100</b>

### **Borrowing Strategy**

The authority currently holds £361.5million of loans, an increase of £20 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the authority expects to borrow up £477.2m in 2021/22. The figure of £477.2m includes a provision by the authority to pre-fund future years' requirements, if it is deemed that rates are on the rise and providing this does not exceed the authorised limit for borrowing of£ 536 million.

**Objectives:** The authority's principal objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the authority's long-term plans change is a secondary objective.

**Strategy:** The authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead. The use of internal resources in lieu of borrowing and short to medium term borrowing will continue because of the 'cost of carry' (that is the difference between debt costs and investment earnings where cash is held).

By doing so, the authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Its output may determine whether the authority borrows additional sums at long-term fixed rates in 2021/22 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The authority has previously raised the majority of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar

instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the authority intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the authority may borrow short-term loans to cover unplanned cash flow shortages.

**Sources of borrowing:** The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except your local Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

**Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Leasing-a contract outlining the terms under which one party agrees to rent a property owned by another party
- Hire purchase-financing where you make monthly payments but do not own until the last payment is made
- Private Finance Initiative –is a procurement method which uses private sector investment to deliver public sector infrastructure
- Sale and leaseback- selling a property you own and occupy and entering a lease arrangement with the purchaser

**PWLB :** On 25 November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three-year capital programme. The new margins over gilt yields are as follows: -.

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)

- **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

**Municipal Bonds Agency:** The UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment if the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full council

**LOBOs:** The authority holds no LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the authority has the option to either accept the new rate or to repay the loan at no additional cost.

**Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

### **Treasury Investment Strategy**

The authority holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the authority's treasury investment balance has ranged between £100m and £200 million, and similar levels are expected to be maintained in the forthcoming year.

**Objectives:** The CIPFA Code requires the authority to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

**Negative interest rates:** The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

**Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the authority aims to reduce its temporary debt and majority of the authority's surplus cash currently remains invested in short-term unsecured bank deposits, DMO and other local authorities and money market funds. This diversification will represent a continuation of the strategy

**Business models:** Under the new IFRS 9 standards, the accounting for certain investments depends on the authority's 'business model' for managing them. The authority aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

**Approved counterparties:** The authority may invest its surplus funds with any of the counterparty types in **Appendix** -Approved counterparty List, subject to the limits shown.

The council has reviewed the way it formulates its counterparty criteria. The lending list criteria is devised from the use of rating agencies which will include) as well as other factors. The main sovereign states whose banks are to be included are Australia, Canada, Finland, France, Denmark, Germany, Netherlands, Switzerland and the US.

These countries and the Banks within them have been selected after analysis and careful monitoring of:

- Credit Ratings (minimum long-term A+ minimum short term F1).
- Credit Default Swaps- a financial contract that allows investor to offset their credit risk
- GDP; Net Debt as a Percentage of GDP.
- Sovereign Support Mechanisms / potential support from a well-resourced parent institution.
- Share Price.

The council has restricted its investment activity to the following institutions while conditions in the financial sector are monitored for stability and cashflow positions are averaging around £100m.

- The Debt Management Agency Deposit Facility (The rates of interest from the DMADF are below equivalent money market rates. However, the returns are an acceptable trade-off for the guarantee that the council's capital is secure).
- AAA-rated Money Market Funds with a Constant Net Asset Value (CNAV).
- Deposits with other local authorities.
- Business reserve accounts and term deposits. These have been primarily restricted to UK institutions that are rated at least A+ long term.

**Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in (where burden of failure is shared with creditors) and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

**Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

**Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

**Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

**Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the authority's investment objectives will be monitored regularly.

**Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

### **Net Zero Carbon**

As a responsible investor, the council is committed to considering environmental, social, and governance issues, and has a particular interest in taking action to contribute to our strategy of Building a Net Zero Carbon Islington by 2030.

However, investment guidance, both statutory and from professional guidelines (CIPFA), dictates that investment activities must adopt 'SLY' principles – prioritising security, liquidity and yield.

There are already touch points with local authority investing, including the incorporation of Environment, Social and Governance (ESG) metrics into credit rating agency assessments. There are also a small, but growing number of financial institutions and fund managers promoting ESG products. Advisors are looking at ways in which to incorporate these factors into their creditworthiness assessment service that will be shared and adopted. The council will continue to monitor this as the market develops, noting that the lack of consistency and coverage in current market products alongside the treasury management 'SLY' priorities means that it is not currently practicable to formally include ESG targets as part of our treasury management or investment strategies.

It is the council's intention to exploit the treasury strategy to further the aims of the council and it will therefore actively consider appropriate ESG products as they emerge.

**Operational bank accounts:** The authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below 30million per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the authority maintaining operational continuity.

**Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the authority's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn] will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

**Other information on the security of investments:** The authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the authority's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the authority will restrict its investments to those organisations of higher credit quality and reduce the

maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the authority’s cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

**Investment limits:** The authority’s revenue reserves available to cover investment losses are forecast to be £255 million on 31<sup>st</sup> March 2021. In order that no more than 10% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £15 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

Limits are also placed on fund managers, investments in brokers’ nominee accounts and foreign countries. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

**Liquidity management:** The authority uses purpose-built database cash flow forecasting software and excel to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the authority’s medium-term financial plan and cash flow forecast.

**Treasury Management Indicators**

The authority measures and manages its exposures to treasury management risks using the following indicators.

**Security:** The authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

<b>Credit risk indicator</b>	<b>Target</b>
Portfolio average credit	<i>A+</i>

**Liquidity:** The authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling one month period, without additional borrowing.

<b>Liquidity risk indicator</b>	<b>Target</b>
Total cash available within 1 months	£25m

**Interest rate exposures:** This indicator is set to control the authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

<b>Interest rate risk indicator</b>	<b>Limit(£m)</b>
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£3.430
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£1.470

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

**Maturity structure of borrowing:** Local Authorities are exposed to the risk of having to refinance debt at a time in the future when interest rates may be volatile or uncertain. The maturity structure of borrowing indicator is designed to assist Authorities in avoiding large concentrations of debt that has the same maturity structure and would therefore need to be replaced at the same time. The indicator is calculated as the amount of projected borrowing that is maturing in each period expressed as a percentage of total projected borrowing. For each maturity period an upper and lower limit is set. The upper and lower limits on the maturity structure of borrowing will be:

<b>Refinancing rate risk indicator</b>	<b>Upper limit</b>	<b>Lower limit</b>
Under 12 months	100%	12%
12 months and within 24 months	100%	5%
24 months and within 5 years	100%	16%
5 years and within 10 years	100%	7%
10 years and within 20 years	100%	20%
More than 20 years	100%	40%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

**Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the authority’s exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

<b>Price risk indicator</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Limit on principal invested beyond year end	£30m	£20m	£20m

### **Related Matters**

The CIPFA Code requires the authority to include the following in its treasury management strategy.

**Financial derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities’ use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Existing derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

**Housing Revenue Account** On 1<sup>st</sup> April 2012, the authority notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and

discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the authority's average interest rate on investments.

**Internal borrowing** Where the HRA or GF has surplus cash balances which allow either account to have external borrowing below its level of CFR (internal borrowing), the rate charged on this internal borrowing will be based on the 14.5 -15year PWLB fixed loan rate to reflect the assumed opportunity cost forgone.

**Markets in Financial Instruments Directive:** The authority has opted up to professional client status (versus retail status) with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but with the greater regulatory protections afforded to individuals and small companies (retail clients). Given the size and range of the authority's treasury management activities, the Corporate Director of Resources believes this to be the most appropriate status.

### **Financial Implications**

The budget for investment income in 2021/22 is £0.95 million. Presently the investment portfolio has averaged a balance of £100 million and an interest rate of 0.5% however both of these variables move throughout the year. The budget for debt interest paid in 2021/22 is £12 million, based on an average debt portfolio of £461 million at an average interest rate of 3.7%. If actual levels of investments and borrowing, or actual interest rates, differ from those forecasts, performance against budget will be correspondingly different.

### **Other Options Considered**

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Corporate Director of Resources having consulted the Executive Member for Finance and Performance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

<b>Alternative</b>	<b>Impact on income and expenditure</b>	<b>Impact on risk management</b>
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Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

## **Appendix A – Arlingclose Economic & Interest Rate Forecast – December 2020**

### **Underlying assumptions:**

- The medium-term global economic outlook has improved with the distribution of vaccines, but the recent upsurge in coronavirus cases has worsened economic prospects over the short term.
- Restrictive measures and further lockdowns are likely to continue in the UK and Europe until the majority of the population is vaccinated by the second half of 2021. The recovery period will be strong thereafter, but potentially longer than previously envisaged.
- Signs of a slowing UK economic recovery were already evident in UK monthly GDP and PMI data, even before the second lockdown and Tier 4 restrictions. Employment is falling despite an extension to support packages.
- The need to support economic recoveries and use up spare capacity will result in central banks maintaining low interest rates for the medium term.
- Brexit will weigh on UK activity. The combined effect of Brexit and the after-effects of the pandemic will dampen growth relative to peers, maintain spare capacity and limit domestically generated inflation. The Bank of England will therefore maintain loose monetary conditions for the foreseeable future.
- Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid longer-term inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or the deployment of vaccines.

### **Forecast:**

- Arlingclose expects Bank Rate to remain at the current 0.10% level.
- Our central case for Bank Rate is no change, but further cuts to zero, or perhaps even into negative territory, cannot be completely ruled out, especially with likely emergency action in response to a no-deal Brexit.
- Gilt yields will remain low in the medium term. Shorter term gilt yields are currently negative and will remain around zero or below until either the Bank expressly rules out negative Bank Rate or growth/inflation prospects improve.
- Downside risks remain, and indeed appear heightened, in the near term, as the government reacts to the escalation in infection rates and the Brexit transition period ends.

	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
<b>Official Bank Rate</b>													
Upside risk	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlinglose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>3-month money market r</b>													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Arlinglose Central Case	0.10	0.10	0.15	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Downside risk	0.30	0.40	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>1yr money market rate</b>													
Upside risk	0.05	0.05	0.10	0.10	0.15	0.20	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Arlinglose Central Case	0.15	0.15	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Downside risk	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
<b>5yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlinglose Central Case	0.00	0.00	0.05	0.10	0.15	0.20	0.20	0.20	0.25	0.25	0.25	0.25	0.25
Downside risk	0.40	0.45	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
<b>10yr gilt yield</b>													
Upside risk	0.30	0.35	0.40	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlinglose Central Case	0.25	0.30	0.35	0.35	0.40	0.40	0.45	0.45	0.50	0.55	0.55	0.55	0.60
Downside risk	0.50	0.50	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55
<b>20yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlinglose Central Case	0.70	0.70	0.75	0.75	0.75	0.80	0.80	0.85	0.85	0.85	0.85	0.90	0.90
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
<b>50yr gilt yield</b>													
Upside risk	0.40	0.40	0.45	0.45	0.50	0.50	0.55	0.60	0.60	0.65	0.65	0.70	0.70
Arlinglose Central Case	0.60	0.60	0.65	0.65	0.65	0.70	0.70	0.75	0.75	0.75	0.75	0.80	0.80
Downside risk	0.30	0.30	0.35	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

**Appendix B – List of Institutions Lent To & Approved Counter Party List  
2021/22**

**List of Institutions Lent to As At 15 January 2021**

<b>Class</b>	<b>Type</b>	<b>Counterparty</b>	<b>Outstanding Balance</b>	<b>Profile</b>
Deposit	Fixed	Birmingham City Council	-£5,000,000.00	Maturity
Deposit	Fixed	DMADF (Debt Management Account Deposit Facility)	-£25,000,000.00	Maturity
Deposit	Fixed	DMADF (Debt Management Account Deposit Facility)	-£39,800,000.00	Maturity
Deposit	Fixed	Surrey County Council	-£10,000,000.00	Maturity
Deposit	Fixed	Windsor and Maidenhead Royal Borough Council	-£5,000,000.00	Maturity
Deposit	Fixed	Swale Borough Council	-£5,000,000.00	Maturity
Deposit	Fixed	Wokingham Borough Council	-£10,000,000.00	Maturity
Deposit	Fixed	Kirklees Council	-£5,000,000.00	Maturity
Deposit	Fixed	Kirklees Council	-£5,000,000.00	Maturity
Deposit	Fixed	Kirklees Council	-£5,000,000.00	Maturity
Deposit	Fixed	Swindon Borough Council	-£10,000,000.00	Maturity
Deposit	Fixed	Cherwell District Council	-£5,000,000.00	Maturity
Deposit	Fixed	Eastleigh Borough Council	-£5,000,000.00	Maturity
Deposit	Fixed	Liverpool City Council	-£5,000,000.00	Maturity
Deposit	Fixed	Birmingham City Council	-£10,000,000.00	Maturity
Deposit	Fixed	Gloucester City Council	-£3,700,000.00	Maturity
Deposit	Fixed	Thurrock Borough Council	-£15,000,000.00	Maturity
Deposit	Fixed	Cambridgeshire County Council	-£10,000,000.00	Maturity
Deposit	Fixed	Warrington Borough Council	-£15,000,000.00	Maturity
Deposit	Fixed	London Borough of Croydon	-£5,000,000.00	Maturity
Deposit	Fixed	Liverpool City Council	-£10,000,000.00	Maturity
		<b>Deposits</b>	<b>-£208,500,000.00</b>	

Minimum criteria	A+	F1	A1	P-1	A+	A-1											
	Fitch L/T	Fitch S/T	Moody's L/T	Moody's S/T	S & P L/T	S & P S/T	Sovereign Rating - F/IM/S&P	5 year CDS	Share Price	Maximum Limit - £	Maximum Term	LBI	Arlingclose Current Advice	Lending at 15/01/2021			
<b>UK Banks</b>																	
Barclays	A+	F1	A1	P-1	A	A-1	AA-/Aa2/Aau	54	64	30,000,000	36 Months	Council Bankers from Mar 2015 - overnight liquidity only	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
HSBC	AA-	F1+	Aa3	P-1	A+	A-1	AA-/Aa2/Aau	48	60	30,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Lloyds	A+	F1	A1	P-1	A+	A-1	AA-/Aa2/Aau	42	75	30,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
RBS	A+	F1	A1	(P)P-1	A	A-1	AA-/Aa2/Aau	52	58	30,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Santander UK	A+	F1	A1	P-1	A	A-1	AA-/Aa2/Aau/	51	42	30,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Standard Chartered	A+	F1	A1	P-1	A	A-1	AA-/Aa2/Aau	48	32	30,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Ulster Bank Limited	A+	F1	A1	P-1	A	A-1	AA-/Aa2/Aau	52	58								
<b>UK Building Societies</b>																	
Coventry	A-	F1	A2	P-1			AA-/Aa2/Aau	N/A	N/A	30,000,000	34 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Leeds	A+	F1	A3	P-2			AA-/Aa2/Aau	N/A	N/A	30,000,000	35 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Nationwide	A+	F1	A1	P-1	A	A-1	AA-/Aa2/Aau	N/A	N/A	30,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Yorkshire	A+	F1	A3	P-2	NR	NR	AA-/Aa2/Aau	N/A	N/A	30,000,000	37 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
<b>Non UK Banks</b>																	
<b>Australia</b>																	
Australia & NZ Banking Group	A+	F1	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	35	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Commonwealth Bank of Australia	A+	F1	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	N/A	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
National Australia Bank	A+	F1	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	35	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Westpac Banking Group	AA-	F1+	Aa3	P-1	AA-	A-1+	AAA/Aaa/AAAu	50	N/A	15,000,000	36 Months	Suspended.	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
<b>Canada</b>																	
Bank of Montreal	AA	F1+	Aa2	P-1	A+	A-1	AA+/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Bank of Nova Scotia	AA	F1+	Aa2	P-1	A+	A-1	AA+/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Canadian Imperial Bank of Commerce	AA	F1+	Aa2	P-1	A+	A-1	AA+/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Royal Bank of Canada	AA+	F1+	Aa2	P-1	AA-	A-1+	AA+/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
Toronto-Dominion Bank	AA	F1+	Aaf1	P-1	AA-	A-1+	AA+/Aaa/AAA	N/A	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
<b>Finland</b>																	
Nordea Bank ABP	AA	F1+	Aa3	P-1	AA-	A-1+	AA+/Aa1/AA+	20	95	15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
<b>Germany</b>																	
DZ BANK AG DEUTSCHE ZENTRAL-	AA-	F1+	Aa1	P-1	AA-	A-1+	AAA/Aaa/AAAu	35		15,000,000	36 Months	Limit to 6 Months	Limit to 35 days / %5 Deposits & CDs/ 10% Secured				
<b>Netherlands</b>																	
ING Bank	A+	F1	Aa3	P-1	A+	A-1	AAA/Aaa/AAAu	40	N/A	15,000,000	36 Months	Suspended.	Suspended.				
Cooperative Rabobank	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AAAu	20	N/A	15,000,000	36 Months	Limit to 6 Months	Limit to 6 Months				
<b>Sweden</b>																	
Handelsbanken	AA	F1+	Aa2	P-1	AA-	A-1+	AAA/Aaa/AAAu	25	N/A	15,000,000	36 Months	Suspended.	Suspended.				
Nordea Bank AB	AA-	F1+	Aa3	P-1	A+	A-1	AAA/Aaa/AAAu	25	N/A	15,000,000	36 Months	Suspended.	Limit to 6 Months				
<b>Switzerland</b>																	
Credit Suisse	A	F1	A1	P-1	A	A-1	AAA/Aaa/AAAu	90	N/A	15,000,000	36 Months	Suspended.	Suspended.				
<b>Other</b>																	
Deutsche Bank Global Liquidity Fund	AA+	F1+	AA2	(P)P-1			AAA/Aaa/AAAu	N/A	N/A	15,000,000	N/A	OK - Limit to 0.5% of Fund Size (approx £25M)	OK - Limit to 0.5% of Fund Size (approx £25M)				
UK Local Authorities							N/A	N/A	15,000,000(per authority)	24 Months - amended 11/12/18	OK	Limit to 24 Months - WEF 11/12/2018	143,700,000				
Supra-National Bonds ( EIB )	AAA	F1+	Aaa	P-1	AAA	A-1+	N/A	N/A	Unlimited	Unlimited	Limit to 6 Months	Limit to 15 years 10% of portfolio					
UK DMADF	AA		Aa2		AA		N/A	N/A	Unlimited	6 Months	OK	OK	64,800,000				
<b>TOTAL FUNDS INVESTED</b>													<b>208,500,000</b>				



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## **Appendix E5: Investment Strategy Report 2021/22**

### **Introduction**

The authority invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and focuses on the second and third of these categories.

### **Treasury Management Investments**

The authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £100m and £70m during the 2021/22 financial year.

**Contribution:** The contribution that these investments make to the objectives of the authority is to support effective treasury management activities.

**Further details:** Full details of the authority's policies and its plan for 2021/22 for treasury management investments are covered in a separate document, the Treasury Management Strategy. (**Appendix E4**)

### **Service Investments: Loans**

**Contribution:** The council lends money to its subsidiaries, local businesses, local charities and its employees to support local public services and stimulate local economic growth. The council has lent £0.050m to its wholly owned subsidiary, Islington Limited (iCo), at market rate. The loan serves to support the working capital of iCo where the timings of its payments and receipts do not coincide. In addition, as at 31.03.2020, the council had lent £0.678m (including accrued interest) to three private companies responsible for managing schools under the Building Schools for

the Future programme (Transform Islington Phase 1 Holdings Limited, Transform Islington Phase 2 Holdings Limited and Transform Islington Limited). All loans were issued at market rates. Where loans are advanced at below market rates they are classed as 'soft loans'. As at 31.3.2020 the council had also issued around £1.1m of soft loans, mainly to employees (e.g. travel season ticket, gym membership, home computer loans).

**Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

*Table 1: Loans for service purposes in £ millions*

Category of borrower	31.3.20 actual			2021/22
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	0.050	(0.021)	0.029	0.100
Local businesses	0.678	0.000	0.678	0.750
Local charities	0.098	0.000	0.098	0.200
Employees	1.100	0.000	1.100	1.500
<b>TOTAL</b>	<b>1.926</b>	<b>(0.021)</b>	<b>1.905</b>	<b>2.550</b>

Accounting standards require the authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the authority's statement of accounts are shown net of this loss allowance. However, the authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

**Risk assessment:** The authority assesses the risk of loss before entering into and whilst holding service loans. In relation to iCo, the council has representation (2 councillors and 3 senior officers on the board and regularly monitors performance and financial risks. Regarding the soft loans available for employees, there is a process in place whereby employees can apply for the loans (season tickets, gym membership and a home computer scheme) and a monthly deduction is taken from salaries to repay this loan. There are procedures in place to deduct any remaining amount due in the event the employee leaves the organisation in their final pay cheque. In relation to the loan to a local charity, we provide grants to this organisation annually

in excess of the loaned amount. In the eventuality of a default, the organisation would reclaim payments through deductions grants or any other payments we make to them.

In relation to the three private companies responsible for managing schools under the Building Schools for the Future programme, the council has representation (a senior officer) on the board and regularly monitors performance and financial risks.

### **Service Investments: Shares**

**Contribution:** The council invests in the shares of its subsidiaries and local businesses to support local public services and stimulate local economic growth. The council holds equity investments in Islington Limited (iCo), a wholly owned subsidiary providing local services, and minority (10%) equity investments in three private companies responsible for managing schools under the Building Schools for the Future programme (Transform Islington Phase 1 Holdings Limited, Transform Islington Phase 2 Holdings Limited and Transform Islington Limited). The fair value of these shares is nil and the shares are not traded in an active market. The council has no current plans to dispose any of these shareholdings.

**Security:** One of the risks of investing in shares is that they can fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

*Table 2: Shares held for service purposes in £ millions*

Category of company	31.3.20 actual			2021/22
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Local businesses	N/A	0.096	0.096	0.150
<b>TOTAL</b>	<b>N/A</b>	<b>0.096</b>	<b>0.096</b>	<b>0.150</b>

**Risk assessment:** The authority assesses the risk of loss before entering into and whilst holding shares. The authority has no current plans to purchase any new shareholdings. In relation to the three private companies responsible for managing schools under the Building Schools for the Future programme, the council has representation (a senior officer) on the board and regularly monitors performance and financial risks.

**Liquidity:** Liquidity risk is considered low due to the nature of the shares held, their low value in the 2019/20 Statement of the Accounts (£96.4k for Transform Islington Limited and nil for all others) and the service reasons for holding the shares over the long term.

**Non-specified Investments:** Shares are the only investment type that the authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the authority's upper limits on non-specified investments. The authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

### **Commercial Investments: Property**

**Contribution:** The council invests in local and regional commercial property with the intention of making a profit that will be spent on local public services. The market value of all such properties as at 31.3.2020 was £33.2m. The council has not purchased new commercial properties in recent years nor does it have any plans to do so over the medium term. In 2019/20, rental income from investment property was £2.3m against direct operating expenditure arising from investment property of £2.3m

Additionally, although not strictly investment properties, the council's housing new build programme includes the building of private dwellings to sell on the open market. The upfront costs of building these private dwellings is funded by temporary borrowing for cash flow purposes, to be recouped by the capital receipts when the completed units are sold. These capital receipts also contribute to the funding of the wider new build programme of social housing. In 2021/22, there is forecast capital expenditure of £21.8m on the building of such private dwellings, of which £5.9m will be funded from temporary borrowing (on top. This temporary borrowing of £5.9m is currently forecast to be repaid in full by the end of 2025/26 from the estimated capital receipts.

The purchase cost of investment properties is not held as they do not have a revaluation reserve and all changes in value are credited/debited in the comprehensive income and expenditure statement.

*Table 3: Property held for investment purposes in £ millions*

<b>Property Type</b>	<b>Actual</b>	<b>31.12.20 Actual</b>	<b>31.3.21 expected**</b>
	<b>Purchase cost</b>	<b>Value in accounts</b>	<b>Value in accounts</b>
Admin Building	N/A	0.319	0.319
Advertising site	N/A	0.009	0.009
Café	N/A	0.340	0.340
Community Office	N/A	0.000	0.000
Offices	N/A	26.744	26.744

Shop	N/A	0.275	0.275
Store	N/A	2.985	2.985
Warehouse	N/A	2.508	2.508
<b>TOTAL</b>	N/A	<b>33.178</b>	<b>33.178</b>

\*We do not hold purchase cost information for investment properties as they do not have a revaluation reserve and all changes in value are credited/debited to the CIES.

\*\*2021/22 Valuations have not yet taken place.

**Security:** In accordance with government guidance, the authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

A fair value assessment of the authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2020/21 year-end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments and any revenue consequences arising therefrom.

**Risk assessment:** The authority assesses the risk of loss before entering into and whilst holding property investments. The council has no current plans to purchase new investment properties.

**Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the authority ensures dwellings are of a type and location that is marketable and has proven demand. The council also has scope to continue to generate an income stream whilst they are being marketed.

### **Loan Commitments and Financial Guarantee**

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the authority and are included here for completeness.

The council has provided a guarantee to its wholly owned subsidiary, Islington Limited (iCo), should it request it. There is currently no indication that this is likely to happen. The net current liabilities of iCo (Unaudited Statement of Accounts) as at 31.03.2020 were £0.017m.

## **Net Zero Carbon**

As a responsible investor, the council is committed to considering environmental, social, and governance issues, and has a particular interest in taking action to contribute to our strategy of Building a Net Zero Carbon Islington by 2030.

However, investment guidance, both statutory and from professional guidelines (CIPFA), dictates that investment activities must adopt 'SLY' principles – prioritising security, liquidity and yield.

There are already touch points with local authority investing, including the incorporation of Environment, Social and Governance (ESG) metrics into credit rating agency assessments. There are also a small, but growing number of financial institutions and fund managers promoting ESG products. Advisors are looking at ways in which to incorporate these factors into their creditworthiness assessment service that will be shared and adopted. The council will continue to monitor this as the market develops, noting that the lack of consistency and coverage in current market products alongside the treasury management 'SLY' priorities means that it is not currently practicable to formally include ESG targets as part of our treasury management or investment strategies.

It is the council's intention to exploit the treasury strategy to further the aims of the council and it will therefore actively consider appropriate ESG products as they emerge.

## **Proportionality**

Whilst the council is dependent on some profit generating investment activity from treasury management and commercial property investments to achieve a balanced revenue budget, this amounts to less than 1% of the overall gross revenue budget and therefore is considered proportionate. The assumptions around profit generating investment activity are reviewed as part of the annual budget monitoring process and, if necessary, revised as part of the following year's budget setting process.

The 2021/22 revenue budget includes a corporate contingency budget of £5.4m to mitigate against budget risks.

## **Borrowing in Advance of Need**

Government guidance is that local authorities must not borrow more than or in advance of their needs purely in order to profit from the investment of the extra sums borrowed. The authority has chosen to follow this guidance. However, If market rates were to fall considerably, or future rates were expected to rise, then some borrowing could be taken ahead of spend. The borrowing strategy will therefore consider opportunities to borrow not only for 2021/22 but ahead for the next two financial years.

### **Capacity, Skills and Culture**

**Elected members and statutory officers:** There are a number of procedures and processes that enable elected members and statutory officers to make appropriate investment decisions, including:

- All elected members and statutory officers are aware of the council's strategic objectives.
- Training on treasury management is available and can be tailored to needs.
- The council's constitution and financial regulations determine the authorisations required for investment decisions.
- Financial and legal implications (including statutory and regulatory frameworks) are required as part of all decision-making reports.
- The council has a multi-disciplinary governance process for reviewing budget proposals, including any future commercial investment proposals.
- Specialist external advice is sought and considered where it is deemed necessary.
- The council has an embedded risk management and reporting framework

**Commercial deals:** Financial and legal implications (including statutory and regulatory frameworks) are required as part of all decision-making reports. Specialist external advice is sought where appropriate to advise on commercial transactions. The council ensures external advisors are fully aware of the prudential framework and of the regulatory regime within which it operates.

**Corporate governance:** The authority's Annual Governance Statement details arrangements put in place to ensure accountability and responsibility for those making decisions and can be found here:

(<https://www.islington.gov.uk/~media/sharepoint-lists/public-records/finance/information/adviceandinformation/20202021/20201130201920annualgovernance1.pdf>).

### **Investment Indicators**

The authority has set the following quantitative indicators to allow elected members and the public to assess the authority's total risk exposure as a result of its investment decisions.

**Total risk exposure:** The first indicator shows the authority's total exposure to potential investment losses. This includes amounts the authority is contractually committed to lend but have yet to be drawn down and guarantees the authority has issued over third-party loans. It is assumed that non treasury management investments remain at the same value as in the 2019/20 Statement of Accounts given that there are no current plans to increase/decrease these investments. The future investment exposure will however be affected by valuations in the Statement of Accounts, particularly in relation to investment properties.

*Table 5: Total investment exposure in £millions*

<b>Total investment exposure</b>	<b>31.3.20 Actual</b>	<b>31.3.21 Forecast</b>	<b>31.3.22 Forecast</b>
Treasury management investments	148.800	108.700	100.000
Service investments: Loans	1.905	1.905	1.905
Service investments: Shares	0.096	0.096	0.096
Commercial investments: Property	33.178	33.178	33.178
<b>TOTAL INVESTMENTS</b>	<b>183.979</b>	<b>143.879</b>	<b>135.179</b>
Guarantees issued on loans	0.017	0.017	0.017
<b>TOTAL EXPOSURE</b>	<b>183.996</b>	<b>143.896</b>	<b>135.196</b>

**How investments are funded:** Government guidance is that these indicators should include how investments are funded. Since the authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. It is assumed the authority's investments are funded by usable reserves and income received in advance of expenditure, rather than borrowing.

**Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred. Only the rate of return on treasury investments are included in the table below. The rate of return on other investments (e.g. service

loans/shares) is considered immaterial. Investment properties are not included as we do not hold the purchase cost (as explained earlier in the strategy).

*Table 7: Investment rate of return (net of all costs)*

<b>Investments net rate of return</b>	<b>2019/20 Actual</b>	<b>2020/21 Forecast</b>	<b>2021/22 Forecast</b>
Treasury management investments	0.82%	0.88%	0.50%

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## **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 Equality Act 2010, 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 Act, 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 an estimated 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 38,000 people aged under 18. Of the 176,600 people aged 25-34, 62,900 are aged 25-34. 9% of the population is aged over 65, compared with an average of 12% in London and 19% nationally.
- **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 been 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.

COVID-19 has also highlighted issues around digital inclusion (exclusion). Over the years an increasing number of services have moved online but COVID-19 has turbo-charged this trend, necessitating the move to more virtual methods of service delivery in order to continue to support residents. This presents a risk for some residents who may not be able to access services online and therefore risk becoming socially isolated. The reasons for this may include a lack of digital skills / confidence to use digital channels, communication challenges e.g. language and literacy barriers, physical or learning disability and affordability issues (digital poverty).

The proposals in this report do not directly impact or amplify the issues identified around digital exclusion. Where consultation is required on proposals, service leads will ensure that a variety of methods are used to engage residents ensuring we reach those that would otherwise be excluded.

## 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 most staff or specific protected characteristics.

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

### Overall equalities impact assessment

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

- There are no significant impacts on Islington residents as a whole – and where changes have been introduced around universal services and charges, vulnerable residents are not disproportionately impacted and those facing socio-economic disadvantage are protected from financial impacts.
- There are some changes to services for specific groups – older vulnerable people, disabled people, including those with learning disabilities, and mental health problems. However, service users will continue to receive the appropriate level of support to meet their needs. Where potential impacts have been identified for individual proposals, mitigating actions have been set out which will minimise any adverse impact.
- A number of proposals will bring positive impacts for the community (for instance Schools Streets) and a move to a strengths-based approach could have a positive

impact on service users by supporting them to retain some independence and engage in their community

- However, a number of savings proposals, together with wider initiatives e.g. People Friendly Streets, will impact vulnerable older people and those with physical or learning disabilities in particular. Whilst these changes are largely positive, any change can be disruptive. It is therefore essential that we continue to engage with these groups to ensure their voice are heard and that we recognise and respond to any needs and concerns as proposals are developed and rolled out.
- There are no significant impacts on staff – the number of redundancies from these proposals is low and there are no obvious impacts on specific protected characteristics.

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

#### 4. Equalities groups impacted by savings proposals

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

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

Characteristic	Proposal	Directorate
<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> </ul>	Housing People – Adult Social Care People – Adult Social Care People – Adult Social Care  People – Adult Social Care People – Adult Social Care

	<ul style="list-style-type: none"> <li>• Review of Floating Support Services</li> </ul>	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 coordinator 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.

## **Appendix G: Annual Pay Policy Statement 2021/2022 in Accordance with the Localism Act 2011**

### **1. Chief Officer Pay scales**

The council's Chief Officers as defined in the Localism Act are its Chief Executive, senior officers reporting to the Chief Executive (Corporate Directors) and senior officers reporting to the Corporate Directors.

The council's Chief Executive is paid on a spot salary. This is currently £190,087 per annum and represents the figure for the financial year ending 31 March 2021. This is in line with the increase agreed by the Joint Negotiating Committee for Chief Executives of Local Authorities at 2.75%.

Chief Officers, as defined in the Localism Act, are paid on the council's Chief Officer pay scale. This salary scale which comprises five separate salary bands is locally determined.

Percentage increases in cost of living are applied in line with the national pay negotiations of the Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities or the National Joint Council for Local Government Services.

All Chief Officers received an increase of 2.75% payable from the 1 April 2020.

The job roles for those paid on the Chief Officer pay scale are evaluated using the Hay Job Evaluation Scheme and the conditions of service are in the main those of the JNC with slight local variations agreed by the council's Audit Committee. Any new or amended posts established at this level will be evaluated on the same basis.

There are no automatic pay increases. Progression through the scale is dependent on performance and achieving service targets agreed by the council.

Table 1 sets out details of the Chief Officer posts paid on the Chief Officer scale effective from 1<sup>st</sup> April 2020 and the pay band which applies to each post.

**Table 1 – Chief Officer Pay Bandings**

Grade	Pay Banding £	Number of points in pay banding including threshold point	Job role
CO1+	141,411-152,022	5	Corporate Director of People
CO1	117,624-141,480	10	Corporate Director of Housing Corporate Director of Environment & Regeneration Corporate Director of Resources Director of Public Health* Director of Learning and Schools
CO2	106,497-120,447	7	Director of Financial Operations and Customer Service Director of Law and Governance Director of Human Resources Director of Finance Director of Public Realm Director of New Build Director of Housing Property Services Director of Safeguarding and Family Support Director of Digital Services Service Director of Strategy & Commissioning Director of Employment, Skills and Culture Director of Youth and Community Services Director Housing Needs and Strategy Director of Adult Social Care Service Director of Planning and Development Service Director of Public Protection Director of Homes and Communities Service Director of Adult Social Care

CO3	89,646-106,029	7	Islington Deputy Director of Public Health* Camden Deputy Director of Public Health* Service Director of Finance
CO4	76,170-92,691	7	Director of Communications and Change

Posts marked with an asterisk (\*) are on NHS terms and conditions following a TUPE transfer, but are indicated for completeness within the band that most closely matches their NHS band grade.

Some senior manager posts which are not Chief Officer Posts for the purposes of the Localism Act are also paid on this salary scale.

Where posts which are required by the Localism Act to be included in this statement are not evaluated on the Chief Officer scale, they will be evaluated on the Greater London Provincial Council Job Evaluation Scheme and paid on the National Joint Council for Local Government Services pay scale (published on the council's website); subject to the requirements of the Transfer of Undertakings (Protection of Employment) Regulations 2006 where applicable. No posts at Chief Officer or equivalent come under this criterion for the financial year 2020/2021.

Full details of the current pay and other remuneration for senior officers together with the organisational structure are published on the council's website. Remuneration information about senior officers is also published annually in accordance with the Accounts and Audit (England) Regulations 2011.

Senior posts which the council shares with another organisation in a shared service or other joint arrangement (e.g. the joint Director of Public Health with the London Borough of Camden) are only included in this statement if the post holders are employed by Islington Council. Some joint post holders (e.g. the joint Head of Internal Audit with the London Borough of Camden) are employed by partners and are not included.

## 2. Pay ratios

The council is committed to tackling income inequality as a means of ensuring a fairer Islington and is setting an example to other local employers by reducing the pay differential between the lowest and highest paid employees.

The council also works with other local employers and its own contractors to ensure that the London Living Wage is the minimum pay to their staff.

The information below describes the pay ratio between the council's highest paid employee (the Chief Executive who is on a salary of £190,087 per annum figure worked out as 1 September 2020) and other staff by reference to the following:

- (i) The numerical difference between the highest and lowest paid employees
- (ii) The mode (most common salary)
- (iii) The median (mid -point between highest and lowest salaries) and
- (iv) The mean average (the total amount of remuneration paid to employees divided by the number of employees)

**Table 2 - Pay Ratios**

	<b>Reference Point</b>	<b>Annual Salary</b>	<b>Ratio to highest paid employee salary</b>
i)	lowest paid full time council employee – London Living Wage £10.55 per hour <i>(excluding those on training schemes such as the apprenticeship scheme or work placements)</i>	£19,619	1:9.68
ii)	Most common salary paid to a council employee (the mode)	£26,076	1:7.29
iii)	Mid -point between the highest and lowest salaries (the median)	£33,474	1:5.68
iv)	Average salary (the mean)	£34,188	1:5.56

The Islington Fairness Commission, set up by the council in June 2010 to look into how to make the borough a fairer place, produced its final report in June 2011. This report recommended that the pay ratio between the highest and lowest salaries should be no more than 1:10. This was adopted as policy by the council in its Corporate Strategy. The current pay ratio at 31 March 2020 is 1:9.68. This is below the recommended ratio between the highest and lowest salary (1:10).

\* This ignores election duty fees which may be received by the Chief Executive in their role as returning officer as these do not arise in every year and are variable.

### **3. Recruitment of Chief Officers**

Recruitment to all Chief Officer Posts is covered by the requirements of the council's Officer

Employment Procedure Rules as set out in the Council's Constitution. The appointment of the Chief Executive is subject to the approval of the full Council. The appointment of other Chief Officers is by the Personnel Sub-Committee.

The starting salary level of such officers is also agreed by the Personnel Sub-Committee. This Personnel Sub-Committee or the Audit Committee (both of which are politically balanced committees responsible for personnel matters) will also agree the starting salary for any other post where the overall remuneration package on new appointment (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) is to exceed £100,000. This ensures that elected councillors are accountable for the salaries of these senior appointments and that they are made in a transparent way without delay to appointment processes.

New entrants to the council are generally appointed to the first point of the pay scale. Only in exceptional circumstances, such as the need to match a candidate's existing salary are appointments made above the first point of the salary scale. All new entrants to the council are placed on a probationary period of six months, regardless of previous local government service, including senior staff. During this time, the new recruit is expected to demonstrate their suitability for their job role. Failure to do so could lead to their appointment being terminated. Employees who successfully complete their probationary period are entitled to a salary increment, if it would otherwise mean that they would have to wait more than twelve months for their next salary increment.

Individuals appointed on an interim basis to cover a vacant Chief Officer post, whether directly employed or engaged through an agency or as a contractor, will normally be paid equivalent to the remuneration of the Chief Officer post they are covering, with an appropriate reduction if they are not undertaking the full responsibilities of the post. The council takes a proactive and stringent approach to ensuring that all arrangements are lawful, follow procurement rules and properly reflect the substance of the relationship between the council and the individual concerned.

#### **4. Pension Arrangements**

All council employees up to 75 years of age and who have a contract for at least three months service have the right to join the Local Government Pension Scheme (LGPS) other than those on NHS terms and conditions. There is however, a right to opt out of the scheme and employees can make their own private pension arrangements.

The LGPS is a contributory scheme, whereby the employee contributes to the scheme from his or her own salary. Employees will contribute 5.5% - 12.5% of their salaries according to the figures set out in table 3 below in 2020/2021. The Government reviews these salary bandings annually.

**Table 3 – Employee Contribution Rates (2020/2021)**

<b>Whole time salary</b>	<b>Employee Contribution Rate (% of salary)</b>
Up to £14,600	5.5
£14,601 to £22,800	5.8
£22,801 to £37,100	6.5
£37,101 to £46,900	6.8
£46,901 to £65,600	8.5
£65,601 to £93,500	9.9
£93,001 to £109,500	10.5
£109,501 to £164,200	11.4
More than £164,201	12.5

Employers' contributions to the LGPS vary to ensure that the benefits under the scheme are properly funded, and are set independently. For full details, visit the LGPS website.

The Council's Flexible Retirement Policy allows employees aged 55 and over who are members of the Local Government Pension Scheme (LGPS) to apply to reduce their working hours or pay grade (stepping down) and to draw pension benefits accrued up until the transfer to flexible retirement.

Where an employee is in receipt of a pension from the council and obtains a job with another local authority or any other employer who participates in the LGPS, they are obliged to notify the council and their pension will then be adjusted so that they are not (with the new job and the pension) drawing more than their original salary.

The NHS scheme is a contributory one and scheme members contribute to the scheme from his or her own salary. Contribution rates from 2015/2016 until 2020/2022 vary from 5% for those on a salary of up to £15,431.99 to 14.5% for employees earning £111,377.00 and over. These rates are subject to review by Government with the employer's contributions also determined by the Government.

Islington Council also has a number of employees who are paid on the Soulbury Committee salary scales. This group is mainly made up of professional Educational Psychologists. They report to the Direct of Learning and Schools in the People Services Department. For the period commencing 1 April 2020 the member pay contribution rate was 7.4% for a salary up to £28,168.99 per annum to 11.7% for a salary over £81,255 per annum.

## 5. Additional Payments

The council recognises that in certain, limited circumstances additional payments may need to be attached to particular posts because of recruitment difficulties or particular employees may need to be remunerated or awarded an additional payment above that of their normal pay scale either for exceptional performance or additional work undertaken. Such payments must be authorised in advance by senior management and details of the nature of and eligibility for those payments which may be made to Chief Officers on the Chief Officer scale are given in table 4 below.

**Table 4 - Allowances**

<b>Type of allowance</b>	<b>Reason for Payment</b>	<b>Eligible Group</b>
Honorarium payments	Undertaking additional work or project	All employees
Market Factor Supplement	To attract and retain employees with specialist skills in a competitive job market.	All employees in posts that are demonstrated to be hard to recruit to in accordance with the council's Market Supplements Policy.

The Corporate Director of People post has a market supplement attached. The amount of this market supplement is fixed.

The Corporate Director of Resources post receives an allowance for statutory duties as the Council's s.151 officer.

Any new honorarium payments to Chief Officers must be agreed by the Chief Executive in consultation with the Chair of the Audit Committee.

Any new market supplement payment which results in the overall remuneration package (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) for a post exceeding £100,000 or which affects a post the overall remuneration package for which already exceeds £100,000 will be approved by the Personnel Sub-Committee or the Audit Committee. Any market supplement which is more than 20% of the evaluated grade for the post, or is more than 15% of the evaluated grade of the post if the number of post available exceeds 15, will also require approval of Personnel Sub-Committee or the Audit Committee.

There are a few other allowances which are payable to designated employees related to their job role, for example on call or standby allowances. Chief Officers do not receive such payments other than those stated above and the council does not make bonus payments to Chief Officers.

Where council officers undertake special duties in relation to the council's election functions, any fees in respect of these duties are paid in addition to their normal remuneration. The rate for these duties is in line with the London Council's Leaders Committee's published Scale of Returning Officers' Fees and Expenses.

Council officers designated as Local Area Liaison Officers to undertake responsibilities under the council's emergency planning Crisis Response Plan in the event of an incident occurring in the borough, may be paid a fixed allowance in respect of this responsibility. See the council's website for further details.

## **6. Hours of work**

The basic full time hours of work for council employees are 35 per week. Employees on grades below that of senior officers, who work more than 35 hours per week may claim overtime for additional hours worked, if authorised.

The minimum basic working week for senior officers is 35 a week and additional hours worked above 35 per week per week attract neither payment in respect of overtime nor time off in lieu. Senior officers are required to undertake reasonable hours of work as necessary to perform the duties of their post. This may involve evening and weekend working.

## **7. Annual and other leave arrangements**

Annual leave plays an important part of the council's commitment to work-life balance. The Chief Executive and senior officers of the council on Chief Officer Pay and conditions are entitled to 27 days annual leave and after five years' continuous local government service a further 5 days. Other employees receive 25 days' annual leave with an additional five days after five years' service. All employees in addition to annual leave receive five privilege days and eight bank holidays per year. Adjustments have been made during the COVID-19 pandemic to allow (by exception) employees who have been unable to take all of their annual leave entitlement because of their work in delivering the council's response to Covid-19 to carry forward up to four weeks (20 working days) to the new financial year (2021/2022). For Chief Officers this will require authorisation from the Corporate Director/ Chief Executive

## **8. Benefits**

To maintain employee engagement, the council recognises, particularly in the current financial climate, that it is important to reward and motivate staff through other non-salaried means. The council promotes a range of benefits which all staff, irrespective of grade, can access. These include childcare vouchers and a tax-free bicycle scheme. There are also a number of discounted benefits which are open to all employees, such as discounted gym membership which is provided at no cost to the council.

## **9. Leaving the Council**

Employees who voluntarily resign from the council are not entitled to a termination payment. Those who volunteer for redundancy under the council's voluntary redundancy scheme receive a payment as set out under the scheme in addition to any other entitlements they may have

Employees who are made redundant are entitled to a redundancy payment based on the statutory redundancy scheme with regards the calculation of the number of week's redundancy pay but, as sanctioned in the Local Government (Early Termination of Employment) Discretionary Compensation Regulations, actual salary is used rather than the statutory maximum of £538 per week.

In exceptional circumstances, the Council may exercise its powers under the above mentioned Regulations and award a discretionary payment to senior staff in line with the council's discretionary termination compensation policy, for those whose employment is terminated by reason of redundancy or in the interests of the efficiency of the service, including early retirement.

The following factors will be taken into account when deciding whether to award a compensatory payment under these Regulations and, if a compensatory payment is made, the amount of that payment:

- Individual financial and other personal circumstances
- The council's interests, including corporate and service imperatives
- The council's fiduciary duty, including its duty to protect the interests of council tax payers and to exercise prudence and propriety
- Overall work record of the employee, including performance, attendance, length of service, level of responsibility and disciplinary record.
- Any other factor relevant to the individual case.

Where a Chief Officer's contract is terminated in the interests of the efficient exercise of the Authority's functions they are contractually entitled to six months' notice or may be paid in lieu of notice where their contract provides for this.

Following the introduction of the Restriction of Public Sector Exit Payments Regulations 2020, a cap on exit payments over £95,000 came into force on 4 November 2020. The Audit Committee agreed a set of recommendations in January for treatment of these restrictions pending further legislation affecting local government employees and the Local Government Pension Scheme.

The Audit Committee (or its Personnel Sub-Committee) will hear representations in respect of the termination of a Corporate Director or Director's employment in accordance with the Officer Employment Procedure Rules

In the case of the Chief Executive, the Audit Committee (or its Personnel Sub-Committee) will approve the early retirement of the post holder and agree the award of any discretionary payments in connection with such retirement or redundancy in line with the policy outlined above. No such discretionary payments were made.

The Audit Committee (or its Personnel Sub-Committee) will also approve any payment funded by the council (excluding pension strain) in line with the policy outlined above to any other

officer which exceeds £100,000. No such payments were made in the financial year 2020-2021. This ensures that elected councillors are accountable for payments made in these circumstances without delay to finalising arrangements.

## **10. Returning to work for the council after leaving**

Employees who leave the council voluntarily without a severance payment are free to apply for jobs that are advertised at their discretion.

Employees who leave the council with a redundancy payment and no enhancement and subsequently apply and are successful for a position within the council must repay any redundancy payment, if the appointment is within a month of their termination date. If the appointment start date is longer than a month the employee can return to work in the position offered but in accordance with the Redundancy Modification Orders, will lose their contractual rights to have their continuous service recognised for all purposes.

Employees who leave the council with an enhanced severance package will not normally be re-employed or engaged under a contract for services for a period of two years.

Employees who leave the council on ill-health retirement with the possibility of a return to work under the Local Government Pension Scheme Regulations or who are granted early retirement will be considered on a case by case basis depending upon the circumstances and having due regard to their termination package.



Town Hall, Upper Street, London N1 2UD

**Report of: Chair of Policy and Performance Scrutiny Committee**

Meeting of:	Date	Ward(s)
Executive	11 February 2021	All

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**SUBJECT: COMMENTS OF THE POLICY AND PERFORMANCE SCRUTINY COMMITTEE ON THE BUDGET PROPOSALS & MEDIUM TERM FINANCIAL STRATEGY – 2021/22**

**1. Synopsis**

- 1.1 The Committee considered the Budget proposals at its meeting on 28 January 2021. The Executive Member for Finance and Performance, Councillor Satnam Gill, and the Corporate Director of Resources, David Hodgkinson, presented the item and responded to Member's questions.

**2. Recommendations**

- 2.1 That the comments of the Policy and Performance Committee be forwarded to the Executive for consideration.

The Policy and Performance Scrutiny Committee:

- Welcomed the proposed Budget for 2021/22. Despite a shortfall in government funding for COVID pandemic costs and 10 years of reduced funding due to government austerity measures, the committee congratulated and thanked the Executive Member Finance and Performance, all Councillors and officers for achieving a balanced budget and fair budget under difficult circumstances.
- Noted that there is a projected funding gap of £34m over the next 3 years, which will need to be addressed in the medium term financial strategy.

- Welcomed the Council house building programme to provide 550 new homes, the investment in targeted youth support, and the commitment to invest £17m in a 'greener/cleaner' economy and in measures to achieve zero net carbon zero by 2030.
- Noted that, although there is confidence that the Budget for the next 12 months would be balanced, there are risks to the Budget in future years particularly in relation to the Collection Fund (Council Tax and Business Rates) due to the impacts of the COVID pandemic on employment and businesses.
- Noted that, in future years, the Budget could also be adversely affected by factors such as increased costs in Adult Social Care, Children's Social Care, loss of parking income, and ongoing costs arising from the impact of COVID.
- Noted that the Council needed to plan for these future pressures, and to increase reserves, where possible, to ensure against pressures on the Budget in future years.
- Noted that Council Tax (excluding the Mayor's precept) would be increasing by 4.99%, which would increase Band D Council Tax by £1.17 per week, and for those residents on Council Tax support by 10p per week.
- Reference was made to the Resident Impact Assessment (RIA), and that consideration should be given to the digital divide between certain sections of residents in the borough and that this should be included in the RIA in future, as this impacted on inequality in the Borough. This is particularly relevant in the current COVID pandemic, especially in relation to online learning for children in the borough. Councillor Gill stated that this could be considered by the Executive.
- Concern was expressed that it is unfair that Council tenants are facing increased charges to park on Council estates, whilst owners of larger electric vehicles were not facing comparable increases in charges. Councillor Gill indicated that this issue could be considered in future, in consultation with the Executive Member for Housing and Development and the Executive Member for Environment and Transport.
- The explanations for the savings proposals in relation to sexual health and alcohol and drug abuse services were noted.

### **3. Implications**

#### **3.1 Financial Implications:**

These are contained in the main report

#### **3.2 Legal Implications:**

These are contained in the main report

#### **3.3 Environmental Implications:**

These are contained in the main report

3.4 **Resident Impact Assessment:**

This is contained in the main report

**Appendices:** none

**Background papers:** none

**Signed by:**

2 February 2021

Chair of Policy and Performance Scrutiny Committee

Date

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

<b>Meeting of:</b>	<b>Date:</b>	<b>Wards:</b>
Executive	11 <sup>th</sup> February 2021	All

<b>Delete as appropriate</b>	Exempt	Non-exempt
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## **SUBJECT: Major Works – Executive response to the report of the Housing Scrutiny Committee**

### **1 Synopsis**

- 1.1 In November 2020 the Executive received a report from the Housing Scrutiny Committee regarding the Housing Department’s Major Works team. The report provided recommendations to improve the effectiveness and efficiency of the service as well as improving the resident experience.

### **2 Recommendations**

- 2.1 To agree the Executive responses to the recommendations of the Housing Scrutiny Committee as set out in section 4 of this report.
- 2.2 To agree that officers report back on progress to the Housing Scrutiny Committee in six months’ as well as twelve months’ time.

### **3 Background**

- 3.1 The Housing Scrutiny Committee collected evidence from September 2019 to July 2020 to review the delivery of major works.
- 3.2 The objectives of the review were to examine who determines what major works are required, where and when; to examine the robustness of the construction contracts and schedules of rates to ensure they provide adequate protection for the Council; and to review the options available to deliver major works projects (consider whether delivery

in-house would be financially viable and provide a superior service, and whether small contractors would be more manageable).

### 3.3 Witnesses included:

- Head of Capital Programme Delivery
- Residents
- Commercial Manager at Camden Council
- Direct works member of staff at Southwark Council.

## 4 Responses to recommendations

4.1 The committee set out fourteen recommendations, reported to Executive. Responses to these recommendations are set out below:

4.2 **Recommendation 1: That a Learning Register be established capturing the risks with each project, prior and during the ongoing works on current and future projects, and any mitigations put in place. This should be kept up to date and available to officers and Councillors. The register should include as appendices post mortems and/or debriefings held after a project has been completed, and reflections by key officers on what has been learned from this and how it is now reflected in the register. .**

4.3 **Response:** This recommendation will be put in place and is welcomed by officers as it provides a structure to formally record this information.

4.4 **Recommendations 2: A pilot project to take place in 2023, to assess the viability of Major Works being undertaken by 'in house' staff. Prior to the pilot project, the Council should institute a housing dashboard information system that will enable them to monitor work of contractors, spend, quality of work etc. so that his can be assessed against information gathered on work during the pilot project.**

4.5 **Response:** A project will be set up to assess the viability of major works being undertaken in house. Systems for the monitoring of spend, quality of work etc. would be developed as part of this. Staff will liaise closely with local ward councillors on the development of the project.

4.6 **Recommendation 3: That following the 'pilot project' there to be a thorough assessment of the 'pros and cons' of the pilot project, with a view to the possible delivery in future of Major Works schemes on Council estates, with the Council acting as Managing Contractor, and partnering arrangements being used for specialist works. This should include robust monitoring of works undertaken, in order to ensure they are of high quality and value for money. An assessment of the pilot should take place which would enable the Council to consider whether it has been possible to maximise the employment of local contractors and sub-contractors, and retain money in the local**

**economy. It will also enable the recruitment of apprentices, giving a boost to the employment of young people in the borough.**

- 4.7 **Response:** As given at 4.5
- 4.8 **Recommendation 4: That following the viability of the pilot project consideration be given if this is successful to tendering for Major Works contracts with Housing Associations, TMO's and TMC's in the borough, with a view to providing them with a more high quality, and cost-effective service, than can be provided by other contractors**
- 4.9 **Response:** Dependent upon the outcome of the viability project discussed at 4.5 above, options to roll out this model to local Housing Associations, TMOs and TMCs will be considered.
- 4.10 **Recommendation 5: That residents should be at the centre of any Major Works Project. The improvement of communication with residents and leaseholders on major works schemes, be given priority, as this is an area where the Committee have heard evidence that the consultation process needs to be improved. Where they exist, TMOs and TRAs should be involved at the earliest stage and at all subsequent stages. They are experts on their own estates and can provide valuable intelligence which can help avoid costly mistakes.**
- 4.11 **Response:** Officers agree that residents should be at the centre of any major works project. The provision of excellent resident communications is an area that is specifically referenced in the new contract documents and was part of the quality assessment for the appointment of the new partnering contractors. It is also recognised that this is an area for improvement within the in-house team of staff, who will work with a newly-appointed Resident Engagement manager to review processes and ensure they are in line with resident feedback and expectations.
- 4.12 **Recommendation 6: That officers should consider the use of resident/tenant inspectors (as noted by the Audit Commission) at various stages of the works (pre, during and post works). Appropriate training should be provided to the new Tenant Inspectors. They will effectively be the Capital Works Departments equivalent of the 'Mystery Shopper Scheme' developed by the Housing Maintenance Department.**
- 4.13 **Response:** Consideration will definitely be given to the role of a resident inspector or mystery shopper. It would not be appropriate to expect this role to include the inspection of building works (qualified clerks of works are employed by the Council for this purpose), but certainly individual residents could be appointed by the residents of individual blocks/estates to "represent" them, operate as a conduit with the Major Works team to discuss ideas, issues etc and, where TMOs and TRAs exist, to work closely and in conjunction with them.

- 4.14 **Recommendation 7: That any disruption or variation to the contract should be communicated to the residents as soon as this becomes apparent. This would also include where a Contractor has to be replaced and a contract terminated.**
- 4.15 **Response:** Officers will ensure that this recommendation is taken on board and actioned. In some cases, rather than communicating delays as soon as they become apparent, it may be more appropriate to issue the communication once a remedial strategy has been developed and agreed.
- 4.16 **Recommendation 8: That Lead times on contracts should be shortened and operational times on site substantially reduced, in light of resident complaints with the disruption caused by the works on estates and the length of such works. These are often longer than is justified by the volume of work being done, with scaffolding being up for months and sometimes years.**
- 4.17 **Response:** The Major Works team aspires to working as efficiently as possible and ensuring projects are developed and designed swiftly, so that works may start on site in a timely fashion. With some schemes there are difficulties that arise in the pre-construction phase, eg. rejection of planning applications, or whilst on site, when unforeseen problems can come to light, that can cause delays. Capital Programme Delivery staff are experienced building surveyors, contract administrators and problem solvers and will be tasked with driving major works projects forward, as per the spirit of this recommendation.
- 4.18 **Recommendation 9: That in line with the Councils Inclusive Economy Agenda, Capital works team should liaise with the Councils Inclusive Economy Team, preferably at the planning stage to facilitate and maximise the use of local firms and labour. Members also recommend that future Major works projects should be broken up, where necessary or possible, into smaller viable contracts to enable small-scale and more diverse local companies to bid for projects.**
- 4.19 **Response:** This is a particularly relevant recommendation and one that the major works team will continue to prioritise. The use of local suppliers, wherever possible, is a requirement within the new major works contracts, as is the use of local labour. A local company that manufactures fire retardant and anti-graffiti paints is specifically referenced in the specification section of the contract documents, because their products and service is particularly good and demonstrates Islington's commitment to support local companies.
- 4.20 **Recommendation 10: That, as with the outcome of a previous scrutiny, scaffolding should only be used as a last resort and the efficiency of the use of scaffolding and any pre works should be maximised. The use of scaffolding should therefore be captured in the Learning Register as one of those learning outcomes as referred to in recommendation 1 above**
- 4.21 **Response:** The use of scaffolding will continue to be used sparingly and as efficiently as possible. The new contract ensures that the cost of scaffold hire will be paid for by the

contractor, if delays to the progress of work are deemed the responsibility of the contractor. The use of mast climbers is specifically referenced for use where appropriate, in place of scaffolding. The use of scaffolding will be monitored, as suggested, by way of the learning register.

- 4.22 **Recommendation 11: .That having considered the procurement of capital works, and whether it actually delivers value for money or social value to either the Council or the resident, the Committee were of the view that consideration should be given to reviewing the Corporate Procurement strategy in order to ensure that this is taking place**
- 4.23 **Response:** This recommendation will be highlighted to the Corporate Director of Community Wealth Building. The Progressive Procurement Strategy has recently been agreed by Executive.
- 4.24 **Recommendation 12: That Project Managers should liaise with the Housing Maintenance Department so that any problems arising out of the Works can be prevented at an early stage.**
- 4.25 **Response:** Although both the Major Works team and the Day to Day Repairs team have a close working relationship, seeking advice from each other and sharing information, it is certainly the intention that this relationship continues and is strengthened.
- 4.26 **Recommendation 13: That Committee recommends a new set of Key Performance indicators (KPI's) which will enable the Housing Scrutiny Committee to monitor and scrutinise the performance of the Capital Works Department. The KPI should include a list of projects started or completed during the current year and any projects in between, their variances against cost, time and quality check.**
- 4.27 **Response:** This recommendation is fully accepted as part of good governance and oversight. The KPIs as mentioned in 4.26 above will be measured and monitored as described and we will also consider implementing other KPIs that are considered best practice.
- 4.28 **Recommendation 14: That Committee recommend Council should produce a 30 year Housing Revenue Account Business plan and regular reporting should be provided to the Committee.**
- 4.29 **Response:** The Corporate Director of Housing is looking to liaise with the Housing Scrutiny Committee regarding the updating of the existing 30-year business plan for the HRA, and regular reporting going forward.

## **5 Implications**

### **5.1 Financial Implications**

The recommendations & proposed actions, as they stand, can be accommodated within existing HRA budget provision. The outcome of recommendation 2 and 3 will be need to assessed from a finance perspective once the pilot project is complete. However, it should be noted that in-sourcing major works delivery is likely to increase costs quite significantly, and this would therefore potentially impair or delay the annual delivery of the major works programme. Recommendation 10 should release capital resource for the re-investment in our council housing.

### **5.2 Legal Implications**

There are no specific legal implications arising from this report. Legal advice and support will be provided, as required, in the implementation of the recommendations.

### **5.3 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 number of the recommendations relate to improving internal communications, communications with residents and providing an increased role for residents in the new build process. These recommendations will have positive impacts on residents affected by capital works and new build projects. A project will be undertaken to assess the viability of other recommendations and this may have equalities implications and impacts on residents. The equalities implications and impact on residents will be considered in detail as part of the process of developing the project and assessing its viability and will inform any changes to current procedures.

### **5.4 Environmental Impact Assessment**

Not required.

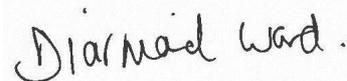
## **6 Conclusion and Reasons for Recommendations**

6.1 This report details the Executive's response to the recommendations of the Housing Scrutiny Committee.

**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 positioned above a light grey rectangular background.

**Executive Member for Housing and Development**

**Date:** 2/2/21

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**Report of: Executive Member Children, Young People and Families**

Meeting of	Date	Ward(s)
Executive	11 February 2021	All

Delete as appropriate	Exempt	Non-exempt
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### **SUBJECT: ADMISSION TO ISLINGTON COMMUNITY SCHOOLS 2022-23**

#### **1. SYNOPSIS**

- 1.1 The School Admissions Code, 2014 requires all admission authorities to determine their admission arrangements by **28 February 2021** for **2022/23**.
- 1.2 Admission authorities must publish a copy of the determined admission arrangements on their website by **15 March 2021**. Where an admission authority has determined a Published Admission Number (PAN) that is higher than in previous years, they must make specific reference to the change on their website.
- 1.3 Admission authorities need only consult every seven years, unless substantial changes are being proposed to the arrangements made following the previous consultation. Where substantial changes are proposed, the consultation period must be for a minimum of six weeks running between **1 October 2020** and **31 January 2021**.
- 1.4 As changes to primary admission numbers are being proposed, a consultation took place between **12 October** and **23 November 2020**.
- 1.5 This report outlines proposals and recommendations relating to the admission arrangements for Islington's Sixth Form Consortium; coordination of, and

arrangements for, Secondary and Primary Transfer; and local arrangements for the management of in-year applications.

## **2. RECOMMENDATIONS**

- 1.1. To agree the co-ordinated schemes and timetables for admission to Islington primary and secondary schools and academies in 2022/23, and in-year admission protocols for 2022/23, as set out in **Appendices 1, 4 and 7**.
- 1.2. To agree the policy and oversubscription criteria for admission to community primary and secondary schools and Islington Sixth Form Consortium for admission in 2022/23, as set out in **Appendices 2, 5, 8 and 9**.
- 1.3. To agree the proposed admission numbers for Islington community primary and secondary schools, and for external applicants to the Islington Sixth Form Consortium in 2022/23, as set out in **Appendices 3, 6 and 10**.

## **2. BACKGROUND**

- 2.1. All admission authorities must consult others locally before determining their admission arrangements.
- 2.2. Admission authorities must consult every seven years, unless substantial changes are being proposed to the arrangements made following the last consultation.
- 2.3. Where significant changes are proposed, admission authorities must:
  - consult on their proposed arrangements by 31st January in the determination year;
  - allow at least a 6-week period for consultation;
  - in light of consultation, determine their admission arrangements by **28 February** in the determination year;
  - publish the determined admission arrangements on their website by **15 March** in the determination year.
- 2.4. All admission authorities must determine admission arrangements by **28 February**, even if they have not changed from the previous years and a consultation has not been required.
- 2.5. Therefore, the Executive is required to agree the admission arrangements and admission numbers for all Islington community primary and secondary schools, and Islington's Sixth Form Consortium for 2022/23 and protocols for in-year admissions for 2022/23.

### 3. CONSULTATION

- 3.1. All local authorities are required, by section 88M of the School Standards and Framework Act 1998, and the Co-ordination Regulations, to have in place a scheme each year for co-ordinating admissions arrangements for maintained schools within their area.
- 3.2. The School Admissions Code requires every local authority to draw up a scheme for maintained schools which ensures that every parent living in the local authority area applying for a place in the normal round receives the offer of one, and only one school place. It also requires local authorities to provide a common application form (in Islington this is referred to as the School Admissions Application Form) and that it is made available to every resident in its area. Consultation must relate to admission arrangements. It must therefore include:
  - The admissions policy
  - The procedures and timing for applications
  - Proposed admission numbers
  - Details of over-subscription criteria and how they will be applied.
- 3.3. The School Admissions Code imposes mandatory requirements, and provides guidance to local authorities and admitting authorities, for achieving good practice in setting oversubscription criteria to ensure admission arrangements are fair and transparent to all children and their families, and promote social equity. The Code also details oversubscription criteria that are considered unlawful.
- 3.4. Any objections to the **September 2022/23** admission arrangements must be referred to the Schools' Adjudicator by **15 May 2021**.
- 3.5. Local authorities must formulate and publish on their website a scheme by **1 January** in the relevant determination year to coordinate admission arrangements for all publically funded schools within their area.
- 3.6. Where the scheme is substantially different from the scheme adopted the previous academic year, the local authority must consult the other admission authorities in the area and where relevant, any other local authority it determines.
- 3.7. Where the scheme has not changed from the previous year, there is no requirement to consult, subject to the requirement to consult at least once every seven years, even if there have been no changes during this period.
- 3.8. Consultation took place between **12 October 2020** and **23 November 2020**. The consultation and response form were published on [Islington Council's website](#), and circulated to all London local authorities, Diocesan representatives and published in the Islington Schools' Bulletin distributed to Early Years Providers, Schools and School Governors (**14 October 2020** edition).
- 3.9. **5** responses to the consultation were received as outlined in **Table 1** below:

<b>Primary School</b>	<b>Secondary School</b>	<b>School Federation</b>	<b>Local Community</b>	<b>TOTAL</b>
4	0	1	0	5

3.10. A summary of the consultation responses is provided as **Appendix 11**.

#### **4. SECONDARY SCHOOL ADMISSION ARRANGEMENTS 2022/23**

##### **A. Coordinated scheme for admission to secondary school 2022/23**

- 4.1. The high level of applications to schools outside the child's home local authority (and the requirement for eradicating multiple offers) means there is a need to co-ordinate admissions across the 33 London authorities. A computer-based Pan-London Admissions System enables this co-ordination to take place. The effectiveness of this system is contingent on the adoption of a common set of procedures across London authorities.
- 4.2. Many elements of the scheme must be common to all London authorities to ensure effective Pan-London arrangements.
- 4.3. Once all applications are duly processed, arrangements for waiting lists and residents without a school place are for local determination. These arrangements must however, be made in accordance with the mandatory provisions of the School Admissions Code.
- 4.4. The consultation sought views on the proposed coordinated scheme for admission to secondary school in **2022/23**.
- 4.5. No changes to Islington's existing scheme were proposed. The **scheme and timetable for 2022/23** are set out as **Appendix 1**. Please note that although Arts and Media School, Islington is technically its own admission authority, the school has asked the local authority to treat it as community school for the purpose of school admissions.
- **Consultation Responses (Question 1)**
- 4.6. Four of the five respondents provided a response to this question. All four agreed with the proposed secondary scheme and timetable.
- **Recommendation**
- 4.7. To agree the co-ordinated scheme and timetable for admission to Islington secondary schools and academies as outlined in **Appendix 1**.

## **B. Policy and oversubscription criteria for admission to community secondary schools 2022/23**

- 4.8. There is no requirement for admission authorities within a local area's coordinated scheme to operate the same over-subscription criteria. Admission authorities must therefore set and apply their own admission criteria.
- 4.9. The School Admissions Code requires admission authorities to set out the criteria against which places at each school will be allocated in the event of more applications being received than there are places available.
- 4.10. Some oversubscription criteria are mandatory, for example all admission authorities are required to give highest priority to looked-after children and all previously looked-after children.
- 4.11. Other criteria are at the admission authority's discretion, so long as they comply with all relevant legislation, including equalities legislation, and are reasonable, clear, objective, and procedurally fair.
- 4.12. We also seek to ensure that the council's admissions criteria enable residents to secure a local school place should they wish. Prioritising siblings as an admission criterion also supports family management, good attendance and punctuality.
- 4.13. Islington's criteria for admission to community secondary schools have remained substantially unchanged for a number of years, save technical amendments to clarify definitions or implement required changes resulting from revisions to the School Admissions Code.
- 4.14. Islington's existing criteria for admission to community secondary schools are considered in the following order of priority:
- 1. Looked-after and previously looked after children:** Children who are in the care of a local authority in England and children who have been adopted or made subject to a child arrangements order or special guardianship order immediately after being looked-after by a local authority in England.
  - 2. Siblings**
  - 3. Exceptional social, medical or special educational needs**
  - 4. Distance.**
- 4.15. Officers have reviewed existing arrangements to assess whether Islington's admission criteria for community secondary schools continue to provide residents with equitable access to local schools as set out above. An analysis of the proportion of children admitted under each of the community school oversubscription criteria over the last three years was undertaken.
- 4.16. Our expectation was that the majority of applicants would be admitted under the distance criterion, followed by admissions under the sibling criterion. Given that requests for consideration under the social-medical criterion should only be agreed

in *exceptional* circumstances, the expectation was that relatively few applicants would be prioritised for admission under this criterion.

- 4.17. Please note that the 'looked after and previously looked after children' criterion was not included in the analysis as it is a statutory requirement for children eligible for admission under this criterion to be given top priority in admission arrangements. It is noted that at the time of writing the DfE is proposing to extend the criterion to include children who have been adopted from state care outside of England. If this proposal is implemented, Islington's community school criteria will be updated in line with statutory requirements without the need to re-consult.
- 4.18. **Table 1** below provides a breakdown of the findings, and confirms that Islington's criteria for admission to community secondary schools are broadly operating as intended, and consistent over time (except for a peak in 2018/19), with the majority of applicants admitted under the distance criterion, followed by the sibling criterion.
- 4.19. The figures also confirm that offers made under the social-medical criterion remain 'exceptional' as intended with only 1% offered a school place under this criterion over the three-year period.
- 4.20. In conclusion, the order and criteria for admission to Islington community secondary schools appear to be effective in securing fair access for eligible residents.

Year of entry	Number of community school places available	Number of community school offers	Offers made under the sibling criterion		Offers made under the Exceptional Social Medical Criterion		Offers made under the Distance Criterion	
			Number	As a % of all community school offers	Number	As a % of all community school offers	Number	As a % of all community school offers
2018/19	680	528	150	28%	5	1%	357	68%
2019/20	590	562	126	22%	8	1%	341	61%
2020/21	590	590	116	20%	5	1%	352	60%
<b>3 yr average</b>	<b>620</b>	<b>560</b>	<b>131</b>	<b>23%</b>	<b>6</b>	<b>1%</b>	<b>350</b>	<b>63%</b>

*Notes: Percentages have been rounded to the nearest whole. Offers as at National Offer Day.*

- 4.21. The consultation sought views on the proposed policy and oversubscription criteria for admission to Islington community secondary schools in **2022/23**.
- 4.22. No changes to Islington's existing admissions policy and secondary oversubscription criteria were proposed.
- **Consultation Responses (Question 2)**
- 4.23. Four of the five respondents provided a response to this question. All four agreed with the proposed policy and secondary oversubscription criteria.

- **Recommendation**

4.24. To agree the admissions policy and oversubscription criteria for Islington community secondary schools as outlined in **Appendix 2**.<sup>1</sup>

**C. Secondary school admission numbers 2022/23**

4.25. Islington’s school roll projections are based on a combination of local intelligence (e.g. proposed housing developments with planning approval and demographic changes), and trend data provided by the Greater London Association (GLA) that incorporate national and regional developments, including inward and outward migration.

4.26. Based on school roll projections that suggested the demand for secondary school places would rise steadily from 2020, the Council undertook a programme of expansion across the secondary phase. Alongside this activity, good and outstanding academies unable to satisfy demand from local families due to being heavily oversubscribed, also increased the number of places available in their schools.

4.27. Latest GLA school roll projections for London however, reversed previous estimates by the GLA that the secondary school-age population would increase from 2020. Instead, the projections indicate a decline in the secondary school-age population resulting in an oversupply of secondary school places in this part of London, rather than a shortfall of places as originally projected.

**Table 2: Admission numbers modelled against revised GLA school roll forecasts**

	Academic Year	Roll Data & Projections	Capacity	Surplus Capacity	Surplus (%)
<b>Roll Projections</b>	2020/21	1577	1705	128	8%
	2021/22	1562	1705	143	8%
	2022/23	1592	1705	113	7%
	2023/24	1563	1705	142	8%
	2024/25	1531	1705	174	10%
	2025/26	1521	1705	184	11%
	2026/27	1526	1705	179	10%

4.28. On this basis, the Council took immediate action to reduce surplus secondary capacity across the school estate. With the agreement of both Arts and Media School, Islington and Beacon High, ninety Year 7 places that were surplus to

<sup>1</sup> Please note that although Arts and Media School, Islington is technically its own admission authority, the school has asked the local authority to treat it as community school for the purpose of school admissions.

requirements were removed, thereby halving the proportion of unfilled places from 16% to 8%.

- 4.29. Although the Department for Education (DfE) recommends that local authorities maintain surplus capacity at approximately 5%, along with a number of other London boroughs, we are of the view that a vacancy rate of up to 10% is a reasonable assumption as it provides the flexibility to respond to sudden changes in the school age population as well as being financially sustainable in the short to medium term.
- 4.30. GLA school roll projections continue to estimate a fall in the secondary school population. The Council will continue to monitor pupil numbers closely over the coming year. At this stage however, no changes to the published admission number for Islington community secondary schools are proposed.
- 4.31. Should additional capacity be required at a future date, the decommissioned places at Arts and Media School, Islington and Beacon High could be brought back into immediate use at no extra cost. This option provides security both in terms of capacity and the efficient use of Council resources.

**Table 3: Proposed Secondary School numbers 2022/23**

School	Designation	PAN 2021/22	Proposed PAN 2022/23
1. Arts and Media School, Islington*	Mixed Trust	150	150
2. Beacon High	Mixed Community	120	120
3. Central Foundation Boys School	Boys Voluntary-Aided	180	180
4. City of London Academy, Highbury Grove	Mixed Academy	240	240
5. City of London Academy, Highgate Hill	Mixed Academy	140	140
6. City of London Academy, Islington	Mixed Academy	165	165
7. Elizabeth Garrett Anderson School	Girls Community	180	180
8. Highbury Fields School	Girls Community	140	140
9. St Aloysius' College	Boys Voluntary-Aided	180	180
10. St Mary Magdalene	Mixed Academy	210	210
<b>TOTAL NUMBER OF AVAILABLE PLACES</b>		<b>1705</b>	<b>1705</b>

*\*Please note that although Arts and Media School, Islington is technically its own admission authority, the school has asked the local authority to treat it as community school for the purpose of school admissions.*

- 4.32. The consultation sought views on the proposed admission numbers for Islington secondary community schools in **2022/23**.
- 4.33. No changes to Islington's existing secondary community school admission numbers were proposed.

- **Consultation Responses (Question 3)**

4.34. Four of the five respondents provided a response to this question. All four agreed with the proposed admission number for secondary community schools in 2022/23.

- **Recommendation**

4.35. To agree the proposed admission numbers for Islington secondary community schools as set out above in **Table 3** and **Appendix 3**.

## **5. PRIMARY SCHOOL ADMISSION ARRANGEMENTS 2022/23**

### **A. Coordinated scheme for admission to primary school 2022/23**

5.1. The high level of applications to schools outside the child's home local authority (and the requirement for eradicating multiple offers) means there is a need to co-ordinate admissions across the 33 London authorities. A computer-based Pan-London Admissions System enables this co-ordination to take place. The effectiveness of this system is contingent on the adoption of a common set of procedures across London authorities.

5.2. Many elements of the scheme must be common to all London authorities to ensure effective Pan-London arrangements.

5.3. Once all applications are duly processed, arrangements for waiting lists and residents without a school place are for local determination. These arrangements must however, be made in accordance with the mandatory provisions of the School Admissions Code.

5.4. The consultation sought views on the proposed coordinated scheme for admission to primary school in **2022/23**.

5.5. No changes to Islington's existing scheme were proposed. The **scheme and timetable for 2022/23** are set out as **Appendix 4**.

- **Consultation Responses (Question 4)**

5.6. All five respondents provided a response to this question and agreed with the proposed primary scheme and timetable.

- **Recommendation**

5.7. To agree the co-ordinated scheme and timetable for Islington primary schools and academies as outlined in **Appendix 4**.

### **B. Policy & oversubscription criteria for admission to community primary schools 2022/23**

5.8. There is no requirement for admission authorities within a local area's coordinated scheme to operate the same over-subscription criteria. Admission authorities must therefore set and apply their own admission criteria.

- 5.9. The School Admissions Code requires admission authorities to set out the criteria against which places at each school will be allocated in the event of more applications being received than there are places available.
- 5.10. Some oversubscription criteria are mandatory, for example all admission authorities are required to give highest priority to looked-after children and all previously looked-after children.
- 5.11. Other criteria are at the admission authority's discretion, so long as they comply with all relevant legislation, including equalities legislation, and are reasonable, clear, objective, and procedurally fair. We also seek to make sure that community school admissions criteria enable residents to secure a local school place should they wish. Prioritising siblings, particularly for primary aged children, also supports family management, good attendance and punctuality.
- 5.12. Islington's criteria for admission to community primary schools have remained substantially unchanged for a number of years, save technical amendments to clarify definitions or implement required changes resulting from revisions to the School Admissions Code.
- 5.13. Islington's existing criteria for admission to community primary schools are considered in the following order of priority:
- 1. Looked-after and previously looked after children:** Children who are in the care of a local authority in England and children who have been adopted or made subject to a child arrangements order or special guardianship order **immediately after being looked-after by a local authority in England.**
  - 2. Siblings**
  - 3. Exceptional, social, medical or special educational needs**
  - 4. Distance**
- 5.14. Officers have reviewed existing arrangements to assess whether Islington's admission criteria for community primary schools continue to provide residents with equitable access to local schools as set out above. An analysis of the proportion of children admitted under each of the community school oversubscription criteria over the last three years was undertaken.
- 5.15. Our expectation was that the majority of applicants would be admitted under the distance criterion, followed by a high proportion of admissions made under the sibling criterion. Given that requests for consideration under the social-medical criterion should only be agreed in *exceptional* circumstances, the expectation was that relatively few applicants would be prioritised for admission under this criterion.
- 5.16. Please note that the 'looked after and previously looked after children' criterion was not included in the analysis as it is a statutory requirement for children eligible for admission under this criterion to be given top priority in admission arrangements. It is noted that at the time of writing the DfE is proposing to extend the criterion to include children who have been adopted from state care outside of England. If this

proposal is implemented, Islington’s community school criteria will be updated in line with statutory requirements without the need to re-consult.

- 5.17. **Table 4** below provides a breakdown of the findings, and confirms that Islington’s criteria for admission to community primary schools are broadly operating as intended and consistent over time (except for a peak in 2018/19), with the majority of applicants admitted under the distance criterion, followed closely by sibling criterion admissions.
- 5.18. Although the proportion of sibling offers is much higher at primary than at secondary, this is unsurprising as the aim of the sibling criterion is to support families with young children in managing the school journey most effectively. At secondary, children are more likely to travel to school independently and therefore being offered a place at the same school as an older sibling is less important.
- 5.19. The figures also confirm that offers made under the social-medical criterion remain ‘exceptional’ as intended with only 1% offered a school place under this criterion over the three-year period.
- 5.20. In conclusion, the order and criteria for admission to Islington community primary schools appear to be effective in securing fair access for eligible residents.

**Table 4: Breakdown of criteria offers for primary community schools**

Year of entry	Number of community school places available	Number of community school offers	Offers made under the sibling criterion		Offers made under the Exceptional Social Medical Criterion		Offers made under the Distance Criterion	
			Number	As a % of all community school offers	Number	As a % of all community school offers	Number	As a % of all community school offers
2018/19	1355	1193	424	36%	26	2%	677	57%
2019/20	1400	1229	474	39%	12	1%	647	53%
2020/21	1400	1284	476	37%	9	1%	665	52%
<b>3 yr average</b>	<b>1385</b>	<b>1235</b>	<b>458</b>	<b>37%</b>	<b>16</b>	<b>1%</b>	<b>663</b>	<b>54%</b>

Notes: Percentages have been rounded to nearest whole. Offers as at National Offer Day.

- 5.21. The consultation sought views on the proposed policy and oversubscription criteria for admission to community primary schools in **2022/23**.
- 5.22. No changes to Islington’s existing admissions policy and primary oversubscription criteria were proposed.
- **Consultation Responses (Question 5)**
- 5.23. All five respondents provided a response to this question and agreed with the proposed policy and primary oversubscription criteria.

- **Recommendation**

5.24. To agree the admissions policy and oversubscription criteria for Islington community primary schools as outlined in **Appendix 5**.

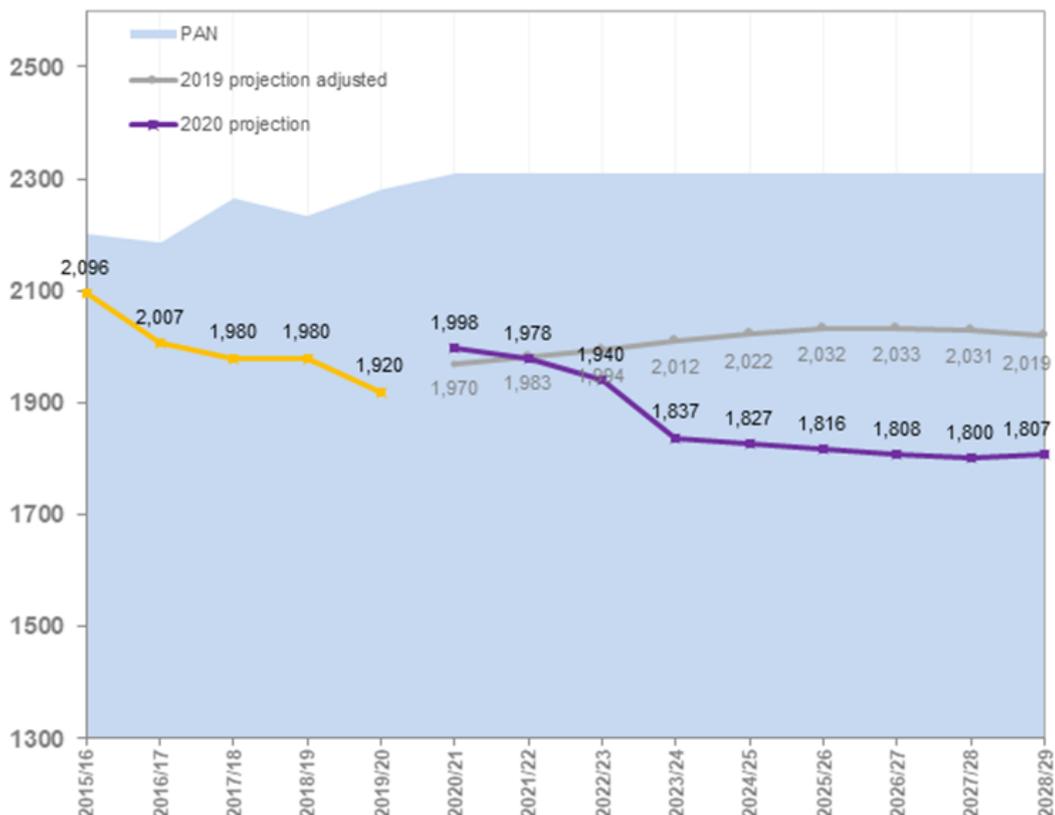
**C. PRIMARY SCHOOL ADMISSION NUMBERS 2022/23**

5.25. The local authority must publish admission numbers for primary schools within its admission arrangements. Published numbers must take account of the school’s net capacity as determined by the Department for Education (DfE) formula. Schools must be consulted before deciding their admission number.

5.26. Islington’s school roll projections are based on a combination of local intelligence (e.g. housing developments with planning approval, pupil roll and demographic changes), and trend data provided by the Greater London Association (GLA) that incorporates national and regional developments, including inward and outward migration. To date, these projections have proved reliable and have supported the Council in making the most efficient use of its resources.

5.27. GLA projections were revised downwards in 2019. This followed a reversal to ONS predictions (now deemed unreliable) that net inward migration would rise across the capital. In addition, births in Islington have declined over the past two years, having previously been relatively stable. This trend is replicated nationally, with lower birth rates most marked across London. As a consequence, local projections have been adjusted down, and this is reflected in a forecasts of declining school rolls.

**Figure 1: GLA revised Reception projections compared to existing capacity**



- 5.28. Our latest evidence on births, health visiting and GP registrations (of children under 12 months) indicate that a year-on-year reduction in births across the local area is likely to remain an ongoing trend. As a result, the GLA has introduced a new low-fertility model to forecast school roll projections. We have used this model for our school roll forecasts as it is essential that the school estate continues to provide residents with value for money, and that surplus capacity is carefully managed. This is particularly important at a time of economic and political uncertainty.
- 5.29. Although the Department for Education (DfE) recommends that local authorities maintain surplus capacity at approximately 5%, along with a number of other London boroughs, we are of the view that a vacancy rate of up to 10% is a reasonable assumption as it provides the flexibility to respond to sudden changes in the school age population.
- 5.30. As the figures in **Table 5** below indicate however, current surplus capacity across Islington exceeds 10%, and therefore a series of managed reductions to the existing primary capacity are proposed for implementation from 2022/23.

**Table 5: Vacancy rates by Planning Area**

<b>Reception 2020</b>	<b>Number of places available</b>	<b>Vacancies</b>	<b>Vacancy rate</b>
Planning Area 1: Holloway	<b>465</b>	<b>81</b>	<b>17%</b>
Planning Area 2: Hornsey	<b>495</b>	<b>90</b>	<b>18%</b>
Planning Area 3: Highbury	<b>375</b>	<b>35</b>	<b>9%</b>
Planning Area 4: Barnsbury	<b>290</b>	<b>62</b>	<b>21%</b>
Planning Area 5: Canonbury	<b>355</b>	<b>53</b>	<b>15%</b>
Planning Area 6: Finsbury	<b>330</b>	<b>75</b>	<b>23%</b>
<b>TOTALS</b>	<b>2310</b>	<b>396</b>	<b>17%</b>

- 5.31. For the past three years, Copenhagen (Planning Area 4), Highbury Quadrant (Planning Area 3) and Pooles Park (Planning Area 2) primary schools have held surplus capacity well above 10%. Until now, the Council has continued to support these schools on the assumption that this capacity would be needed from 2022/23. However, revised GLA downward projections and local forecasts of a year-on-year reduction in the Islington birth rate, indicate that these places will continue to remain unfilled for the foreseeable future.
- 5.32. Therefore with the agreement of all three schools, it is proposed that the admission number of **Copenhagen** is reduced from **60 to 30**; **Highbury Quadrant** from **60 to 45** and **Pooles Park** from **60 to 45**. It is also proposed that the temporary reduction at **Winton Primary** (from **45 to 30**) is made permanent in order to support the school's financial planning and secure the most efficient use of the school's resources.
- 5.33. The proposed removal of **60** community school places will contribute to the overall reduction of surplus capacity across the primary school estate while providing the

flexibility to respond to changes in the school age population. Should the birth rate rise unexpectedly and additional primary capacity be required, the decommissioned places at **Copenhagen, Highbury Quadrant Pooles Park** and **Winton**, could be brought back into immediate use at no extra cost.

- 5.34. We are also aware of proposed reductions to the admission number of own admission authority schools in Islington that are currently being considered through dialogue with local academy trusts and Diocesan representatives. These proposals have been factored into our calculations.
- 5.35. The net effect of the proposed changes for 2022/23 as outlined above would see a 5% reduction in capacity (from 16% to 11%), just above our figure of 10% as a reasonable assumption for surplus to ensure any unforeseen demand can be met.

**Table 6: Vacancy rates by planning area to 2022/23 if proposals accepted**

<b># of Reception Class Spare Capacity</b>								
	<b>Academic Year</b>	<b>P.A. 1</b>	<b>P.A. 2</b>	<b>P.A. 3</b>	<b>P.A. 4</b>	<b>P.A. 5</b>	<b>P.A. 6</b>	<b>Total *</b>
<b>Actual Rolls</b>	2015/16	0%	6%	4%	17%	2%	2%	5%
	2016/17	3%	10%	5%	13%	11%	8%	8%
	2017/18	12%	14%	4%	23%	7%	18%	13%
	2018/19	12%	14%	4%	23%	7%	10%	11%
	2019/20	20%	19%	8%	22%	10%	14%	16%
<b>Roll Projections</b>	2020/21	17%	15%	9%	15%	2%	22%	14%
	2021/22	15%	13%	13%	18%	7%	21%	14%
	2022/23	13%	13%	11%	11%	-2%	21%	11%

- 5.36. The consultation sought views on the proposed reductions to the admission number for four community primary schools in **2022/23**.

- **Consultation Responses (Question 6)**

- 5.37. All five respondents provided a response to this question and agreed with the proposed reduction to primary admission numbers. The respondents included representatives to all four affected schools.

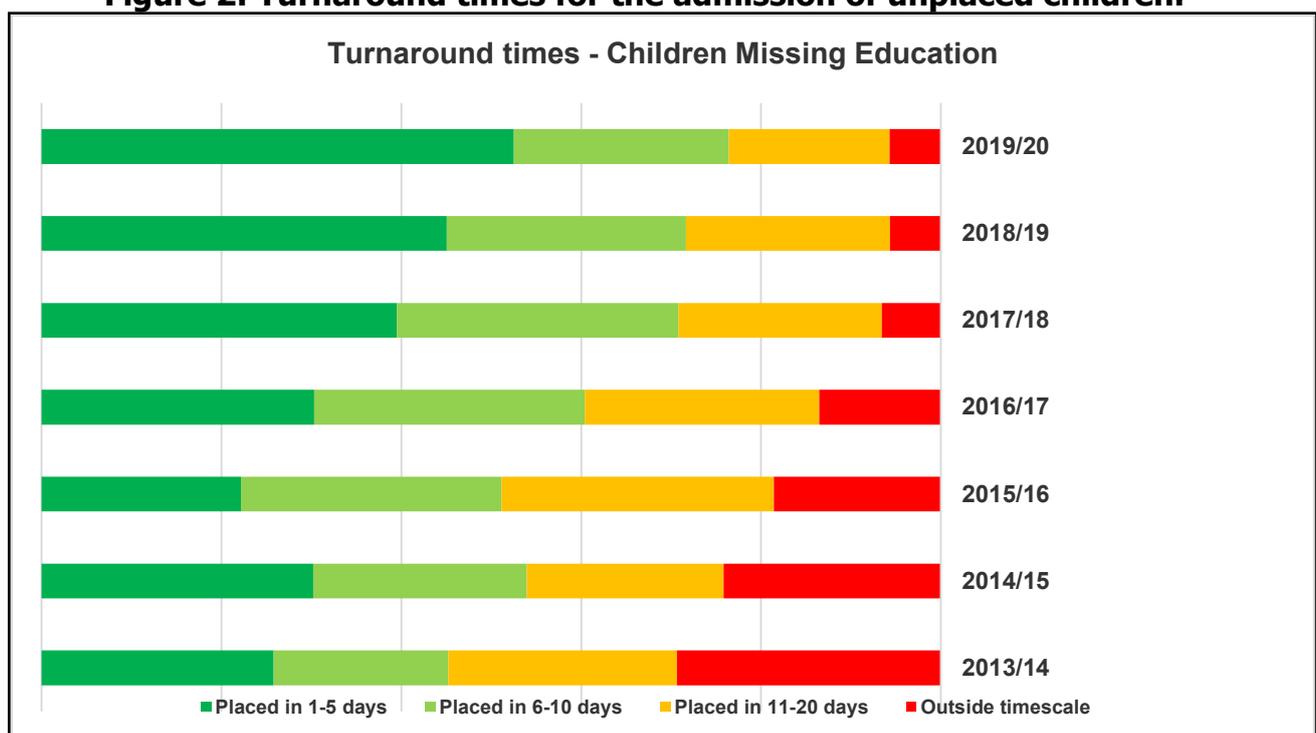
- **Recommendation**

- 5.38. To agree the proposed admission numbers for Islington primary schools as set out in **Appendix 6**.

**6. IN-YEAR ADMISSION PROTOCOLS FOR THE MANAGEMENT OF APPLICATIONS AND WAITING LISTS: 2022/23**

- 6.1. The School Admissions Code 2012 removed the requirement for local authorities to coordinate in-year admissions applications. This remains the case under the School Admissions Code 2014.
- 6.2. Following local consultation with all Islington schools, from September 2013, the management of in-year applications was delegated to schools, inclusive of own admission authority and community schools.
- 6.3. The aim of delegating the management of applications in this way was to simplify the admission process for parents applying outside the normal points of entry (Primary and Secondary Transfer). It was also felt that delegating the management of in-year applications to community schools would ensure parity between different admission authority schools, reinforcing a local 'community of schools' approach.
- 6.4. As part of this development, an online application process was created to ensure simultaneous notification of applications to the preferred school and the local authority. Protocols were also agreed with schools on how applications should be processed and waiting lists managed. These protocols enabled the local authority to maintain an overview of offers to ensure they were being made in line with the relevant published admission criteria, as well as safeguarding against unplaced children 'falling through the net'.
- 6.5. Over time, these protocols have had a significant impact in reducing the amount of time unplaced children have spent out of education:

**Figure 2: Turnaround times for the admission of unplaced children.**



- 6.6. Waiting lists are cleared at the end of each term. Applicants who wish to change schools after this period need to submit a fresh application as highlighted on the online application form. Unplaced children however will automatically be carried forward to the school's new waiting list.<sup>2</sup>
- 6.7. The above arrangements have been in place for a number of years, and have for the most part succeeded in providing residents with speedier admission to a preferred school, reducing any delays that may have occurred previously under mandatory coordination when schools were required to wait for local authority approval before making an offer. We are therefore not proposing any changes to the existing arrangements.
- 6.8. The consultation sought views on the proposed in-year admission protocols for the management of applications and waiting lists for all Islington schools and academies in **2022/23**.
- **Consultation Responses (Question 6)**
- 6.9. Four of the five respondents provided a response to this question and agreed with the proposed arrangements for in-year admissions.
- **Recommendation**
- 6.10. To agree the proposed local protocols for the management of in-year admissions and waiting lists for 2022/23 as set out in **Appendix 7**.
- 6.11. To agree the proposed primary and secondary oversubscription criteria for in-year admission in 2022/23 as set out in **Appendix 8**.

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<sup>2</sup> Please note that in-year admissions are underpinned by robust 'Children Missing Education' procedures to ensure that no child will ever be without the offer of a school place as close as possible to their home address.

**7. ISLINGTON SIXTH FORM CONSORTIUM ADMISSIONS POLICY AND ADMISSION NUMBER FOR EXTERNAL APPLICANTS: 2022/23**

- 7.1. Islington Sixth Form Consortium, known as IC6, is a partnership arrangement between Central Foundation Boys School, City of London Academy, Highbury Grove, City of London Academy, Islington, and Highbury Fields.
- 7.2. Places at the consortium are available to all Year 11 students from these schools who are interested in continuing their educational journey at IC6.
- 7.3. The existing arrangements continue to work effectively and therefore no proposed changes to either the admission policy or criteria for entry to Year 12 in 2022/23 are proposed (**Appendix 9**).
- 7.4. The School Admissions Code requires that a school must have an admission number for each 'relevant age group'. This is defined in law as 'an age group in which pupils are or will normally be admitted' to the school in question.
- 7.5. Where a secondary school operates a sixth form and admits children from other schools at age 16, an admission number is therefore required for entry to Year 12 as well as for the main year, or years, in which children join the lower school, for example, Year 7.
- 7.6. Admission numbers must refer in each case **to children to be admitted to the school for the first time**.
- 7.7. There are no changes proposed to the 2022/23 admission numbers **for external applicants** to the Islington Sixth Form Consortium (**IC6**) in Year 12 as listed below:

**Table 6: Proposed admission numbers to Islington Sixth Form Consortium (external applicants):**

School	PAN 2021/22 (Year 12 external applicants)	Proposed PAN 2022/23 (Year 12 external applicants)
Central Foundation Boys School	25	25
City of London Highbury Grove	25	25
City of London Academy Islington	25	25
Highbury Fields School	25	25
<b>TOTALS</b>	<b>100</b>	<b>100</b>

- 7.8. The consultation sought views on the proposed admission numbers to IC6 (Islington Sixth Form Consortium) for external candidates in 2022/23.

- **Consultation Responses (Questions 9 and 10)**

7.9. Four of the five respondents provided a response to these questions and agreed with the proposed arrangements and admission numbers for external applicants to IC6 (Islington Sixth Form Consortium) in 2022/23.

- **Recommendation**

7.10. To agree the policy and oversubscription criteria for admission to IC6 (Islington Sixth Form Consortium) in 2022/23 as set out in **Appendix 9**.

7.11. To agree the proposed admission numbers to IC6 (Islington Sixth Form Consortium) for external applicants at Year 12 in 2022/23 as set out in **Appendix 10**.

## **8. IMPLICATIONS**

- **Financial implications**

8.1. Schools are funded through the Dedicated Schools Grant. The proposed reduction in the PAN at primary level will not impact the level of funding they receive through the schools funding formula; the majority of which is based on the numbers of pupils on roll and their characteristics. However it does help provide a basis for those schools to set more sustainable budgets over the medium term as provision can be resourced by those schools that better reflects the numbers of pupils on roll. There are no further financial implications from the proposals in this report.

- **Legal Implications**

8.2. The Council has a duty to undertake consultation on admission policies in order to determine admission arrangements, including admission numbers under Part III of the School Standards and Framework Act 1998 and the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012/8. The Council must comply with the mandatory requirements of the School Admissions Code 2014 and have due regard to the discretionary elements of the Code.

- **Environmental Implications**

8.3. There are no environmental implications.

- **Resident Impact Assessment**

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

8.5. The admission arrangements for community schools are designed to ensure all parents have an equal chance of securing the community school of their choice irrespective of the child's ethnicity, religion, or socio-economic group. A Resident Impact Assessment has taken place and no adverse impact identified.

## 9. Conclusion and reasons for recommendations

9.1. The proposed admission arrangements for both primary and secondary community schools and Islington Sixth Form Consortium promote fair access to educational opportunity and are compliant with the mandatory provisions of the School Admissions Code, 2014.

9.2. The Executive is therefore asked to agree the proposed primary and secondary admission arrangements for 2022/23, in-year arrangements for 2022/23 and Islington Sixth Form Consortium 2022/23.

### Signed by:



27 January 2021

Executive Member for Children, Young People  
and Families

Date

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Islington Community School  
Proposed Admission Arrangements  
2022/23

## Contents

Appendix 1: Proposed Arrangements for <b>Secondary Transfer</b> .....	23
Appendix 2: Proposed Admission Criteria to Islington Community Secondary Schools: 2022/23 .....	36
Appendix 3: Proposed Secondary Admission Numbers 2022/23 .....	37
Appendix 4: Proposed Arrangements for <b>Primary Transfer</b> .....	38
Appendix 5: Proposed Admission Criteria to Islington Community Primary Schools: 2022/23 .....	51
Appendix 6: Proposed Primary Admission Numbers: 2022-23.....	52
Appendix 7: Proposed <b>In-Year Admission Protocols</b> for Islington Schools: 2022-23 .....	53
Appendix 8: Proposed In-Year Admission Criteria to Islington Community Schools: 2022/23 .....	65
Appendix 9: Proposed <b>Islington Sixth Form Consortium</b> Admissions Policy and Criteria: 2022/23....	66
Appendix 10: Islington Sixth Form Consortium Proposed Admission Numbers (External Applicants) 2022/23 .....	67
Appendix 11: Admissions Consultation 2022/23 <b>Summary of Responses</b> .....	68
Appendix 12: <b>Resident Impact Assessment</b> School Admission Arrangements 2022/23.....	71

## Appendix 1: Proposed Arrangements for Secondary Transfer Pan London Co-ordinated Scheme 2022/23

### ➤ GLOSSARY

<b>Admission Authority (AA)</b>	The body responsible for setting and applying a school's admission arrangements. For community schools, the local authority is the admission authority; and for foundation or voluntary aided schools, the governing body of the school is the admission authority. For Academies and Free Schools, the Funding Agreement states who is responsible for applying admission arrangements that can only be set or altered with the prior agreement of the Secretary of State.
<b>Home Local Authority (HLA)</b>	The authority area in which the child lives.
<b>Maintaining Local Authority (MLA)</b>	The authority area in which the school is located.

### ➤ APPLICATIONS

- 1 Islington LA will advise HLAs during the Summer Term of Year 5 of any eligible resident pupils on the roll of an Islington maintained primary school or academy due to transfer to secondary school in the September of the subsequent academic year (i.e. **September 2021**).
- 2 Islington residents need to apply online at [www.islington.gov.uk/admissions](http://www.islington.gov.uk/admissions). Where this is not possible, applicants should contact the School Admissions Team by telephone (020 7527 5515) or in person (Council Offices at 222 Upper St, N1 1XR) to request a paper application.
- 3 Islington LA will take all reasonable steps to ensure that every parent resident in Islington who has a child in their last year of primary education within a maintained school or academy, either in Islington or elsewhere, and who is resident in Islington is informed of how they can access Islington's composite prospectus/admissions brochure and apply online. The prospectus will be available online from [www.islington.gov.uk/admissions](http://www.islington.gov.uk/admissions), with reference copies available from Islington School Admissions team at the Council's Offices at 222 Upper St, N1 1XR by **12 September 2021**.
- 4 The online brochure will also be available to parents who are non-residents and will advise parents to contact their HLA in order to make an application.
- 5 Own admission authorities within Islington will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the school's published oversubscription criteria.

- 6 Where admission authorities within Islington use supplementary forms, Islington LA will seek to ensure that they only collect information that is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code, 2014.
- 7 Where supplementary forms are used, they will be made available on Islington's website or from the school concerned for resident and non-resident applicants alike. The supplementary forms will advise parents that they must also complete their HLA's School Admissions Application Form.
- 8 Islington's composite prospectus/admissions brochure will indicate which Islington schools require supplementary information forms to be completed and signpost applicants to where these forms can be found.
- 9 Where a school in Islington receives a supplementary information form, it will not be considered a valid application unless:
  - the applicant has also completed Islington's School Admissions Application Form or their HLA's equivalent common application form AND
  - the school is listed on Islington's/HLA's application form as a preference.
- 10 Islington LA will share the details of each application for an Islington voluntary-aided school with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received, the school will make contact with the parent and ask them to complete one. The school will also check that each parent who has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Islington LA who will then contact the parent and ask them to complete one.
- 11 Applicants will be able to express a preference for up to six maintained secondary schools or Academies/Free Schools located within and/or outside Islington LA.
- 12 The order of preference given on the School Admissions Application Form will not be revealed to a school. This is to comply with paragraph 1.9 of the School Admissions Code, 2014 which states that admission authorities must not give extra priority to children whose parents rank preferred schools in a particular order. However, where a parent resident in Islington expresses a preference for schools in the area of another MLA, the order of preference will be revealed to that LA in order to determine the highest ranked preference in cases where a child is eligible for a place at more than one school.
- 13 The address that will be used to process an application will be the child's normal and permanent address as at the closing date for applications (**31 October 2021**).
- 14 If parents live separately, but the child lives equally with both, then it is the parents' responsibility to make this clear at the time of application and to provide supporting evidence in respect of both addresses, for example a Residency Order from a court.

- 15 Only one address can be used for school admission purposes and the final decision will rest with Islington LA.
- 16 Islington LA may not accept a temporary address where the applicant still possesses a property that was previously used as a home address; nor accept a temporary address if it is used solely or mainly to obtain a school place.
- 17 The LA may also undertake additional checks with the new school to ascertain whether the child's home address has changed since the application was completed and will investigate all applications where:
- there are any doubts about the information originally provided;
  - information has been received from a member of the public to suggest a fraudulent application has been made;
  - the Council Tax account is in a different name from the applicant's.
- 18 Any applicant who provides false or misleading information will have their offer of a school place withdrawn, and may also be subject to legal proceedings.
- 19 Islington LA undertakes to carry out the address verification process set out in its entry in the LIAAG Address Verification Register. This will in all cases include validation of resident applicants against Islington LA's primary school data and the further investigation of any discrepancy. Where Islington LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a MLA, it will advise the MLA no later than **10 December 2021**.
- 20 Islington LA will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child Looked After' by a local authority in England or 'Previously looked after' by a local authority in England and has recently been adopted (or made subject to a child arrangements order or special guardianship order) immediately after being looked after and will provide any additional evidence on receipt of a reasonable request to the MLA in respect of a preference for a school in its area by **12 November 2021**.
- 21 Islington LA will advise a MLA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside the correct age cohort, and will forward any supporting documentation to the MLA by **12 November 2021**.
- **PROCESSING**
- 22 Applicants who are resident within Islington must complete and submit (or return) the School Admissions Application Form, which will be available online, to Islington LA by **31 October 2021**. However, Islington LA encourages applicants to submit their application by **22 October 2021** (i.e. the Friday before half term) to allow sufficient time to process and check all applications before the mandatory date when data must be shared with other Local Authorities.
- 23 Any application forms, changes to preferences or preference order received after **31 October 2021** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

- 24 Islington LA will accept late applications and process them as on time if they are late for a good reason and received by the **9 December 2021**, deciding each case upon its own merits.
- 25 Where such applications contain preferences for schools in other LAs, Islington will forward the details to MLAs via the Pan-London Register (PLR) as they are received. Islington LA will accept late applications which are considered to be on time within the terms of the HLA's scheme.
- 26 The latest date for the upload to the PLR of late applications, but which are to be considered to be on-time within the terms of the HLA's scheme, is **10 December 2021**.
- 27 Where an applicant moves from one participating HLA to another after submitting an on-time application under the terms of the former HLA's scheme, the new HLA will accept the application as on-time up to **9 December 2021**, on the basis that an on-time application already exists within the Pan-London system.
- 28 Any school that operates a banding system that requires testing to take place must ensure that their timetable coincides with the scheme timetable set out in **Schedule A**.
- 29 Application data relating to applications for schools in other participating LAs will be uploaded to the Pan-London Register (PLR) by **12 November 2021**. Supplementary information provided with the School Admissions Application Form will be sent to Islington voluntary-aided schools and MLAs by the same date.
- 30 Application data relating to Islington schools from out-of-borough pupils will be received from the Pan London Register on **12 November 2021**.
- 31 Islington LA will notify each school within Islington that is its own admissions authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **26 November 2021**.
- 32 Between **26 November 2021 and 4 January 2022**, own admission authority schools and Academies will assess their applications according to their admissions criteria.
- 33 Islington LA will participate in the application data checking exercise scheduled between **13 December 2021 and 4 January 2022** in the Pan-London timetable.
- 34 All preferences for schools within Islington will be considered without reference to rank order. When the admission authorities within Islington have provided a list of applicants in criteria order, Islington LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked potential offer to decide which single offer to make.
- 35 Schools which are their own admission authority must provide the MLA with an electronic list of their applicants in rank order by **7 January 2022**.

- 36 Islington LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS (Local Admissions System – ONE) for all maintained schools and academies before uploading data to the PLR.
- 37 Islington LA will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school on **31 January 2022**. The PLR will transmit the highest potential offer specified by the MLA to the HLA.
- 38 Islington LA will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System – ONE) and the PLR which will continue until notification that a steady state has been achieved, or until **11 February 2022** if this is sooner.
- 39 Islington will not make an additional offer between the end of the iterative process and **1 March 2022**, which may impact on an offer being made by another participating LA.
- 40 Notwithstanding paragraph 39, if an error is identified within the allocation of places at one of our schools, Islington LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a HLA or MLA) Islington LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Islington will accept that the applicant(s) affected might receive a multiple offer.
- 41 Islington LA will participate in the offer data checking exercise scheduled between **14 and 22 February 2022**.
- 42 Islington will send a file to the e-Admissions portal with outcomes for all resident applicants who have applied online no later than **23 February 2022**.
- **OFFERS**
- 43 Islington LA will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place in accordance with paragraph 2.11 of the School Admissions Code, 2014. The applicant will be offered a place at the nearest Islington community school to the home address with an available place.
- 44 Islington LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
- 45 Islington LA will use the Notification Letter set out in **Schedule B**.
- 46 Notification of the outcome will be sent electronically to resident applicants on **1 March 2022**, unless a paper application was submitted.

- 47 Details of the pupils to be offered will be made available to each Islington primary school by **1 March 2022**.
- 48 Parents who are not successful in their application for a school will be offered the right of appeal.
- **POST OFFER**
- 49 Parents must accept or decline the offer of a place by **15 March 2022**, or within two weeks of the date of any subsequent offer. If they do not respond by this date the HLA will make every reasonable effort to contact the parent to find out whether or not, they wish to accept the place. Only where the parent fails to respond and Islington LA can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn. (The School Admissions Code states that an admission authority may only lawfully withdraw an offer in very limited circumstances. This may include where a parent has not responded to the offer within a reasonable time).
- 50 Where a parent accepts or declines a place by **15 March 2022**, this information will be passed on to the relevant school within Islington, or for out-of-borough schools, to the MLA, by **22 March 2022**. Subsequent information will be transferred as and when it is received.
- 51 A second round of offers will be made following the deadline for acceptance/decline of the original offer made on National Offer Day. All applicants will be treated as on-time from this point onwards. This includes any applicants who declined their original offer or who wish to make an application for a school in Islington to which they did not originally apply, and all late applicants who missed the original application deadline. The second round of offers will take place within 5 working days of the acceptance/decline deadline.
- 52 Islington LA will inform the HLA, where different, of an offer for a maintained school or Academy in Islington which can be made to an applicant resident in the HLA's area, in order that the HLA can offer the place.
- 53 When acting as a MLA, Islington LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
- 54 When acting as a HLA, Islington LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.
- 55 Where Islington LA is informed by a MLA of an offer which can be made to an applicant resident in Islington which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the MLA that the offer will not be made.
- 56 Where Islington LA, acting as a HLA, has agreed to a change of preference order for good reason, it must inform any MLA affected by the change.

57 When acting as a MLA, Islington LA will inform the HLA, where different, of any change to an applicant's offer status as soon as it occurs. Islington LA will accept new applications (including additional preferences) from HLAs for maintained schools and Academies in its area.

➤ **WAITING LISTS**

58 Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Islington school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be given the opportunity to make applications to Islington schools to which they did not originally apply.

59 Where a waiting list is maintained by an admission authority of a maintained school or academy, the admission authority will inform the MLA of a potential offer, in order that the offer may be made by the HLA.

60 A second round of offers will be made following the deadline for acceptance/decline of the original offer made on National Offer Day. There will be no differentiation between on-time or late applications from this point onwards. This includes any applicants who declined their original offer or who wish to make an application for a school in Islington to which they did not originally apply, and all late applicants who missed the original application deadline. The second round of offers will take place within 5 working days of the acceptance/decline deadline.

61 Waiting lists will be kept by all admission authorities in Islington LA. Own admission authority schools will apply their own admission arrangements. Islington LA will keep a duplicate waiting list and will offer places on behalf of the governing bodies of own admission authority schools. Waiting lists for community schools will be administered centrally by Islington MLA during the **Autumn Term**.

62 Waiting lists for entry to Year 7 in **September 2022** will be compiled on **23 March 2022** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

63 Following the second round of offers, waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

64 Children will remain on the waiting list until the **31 December 2022**. After this period, all waiting lists will be cleared and passed over to Islington schools. Applicants wishing to remain on the waiting list after this point will need to submit a fresh application for the school in question using Islington's [In-Year Application Form](#).

➤ **CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)**

- 65 For families of service personnel with a confirmed posting in Islington LA, or crown servants returning from overseas to live in Islington LA, we will:
- allocate a place in advance of the family arriving in Islington provided the application is accompanied by an official letter that declares a relocation date and a Unit postal address or quartering area address;
  - describe Islington's arrangements for the admission of children of UK Service Personnel in our composite prospectus/admissions brochure;
  - ensure our arrangements do not disadvantage service children through an annual review of existing procedures.
- 66 Applications will be processed in line with Islington's school admissions procedures as described above.
- 67 Where possible, a place will be offered at the applicant's highest preferred school as listed on the application form.
- 68 Where it is not possible to offer a place at one of the preferred schools, a place will be allocated at the child's nearest Islington community school with a vacancy and the family offered the right of appeal. We may also ask the school to go over numbers.
- 69 The allocated place will be held open for a period of up to two school terms in advance of the family's move to the UK. This may be extended in individual circumstances.
- 70 The child will be placed on the waiting list for any higher preference school than the one offered as described above.

➤ **CHILDREN OUT OF CHRONOLOGICAL YEAR GROUP**

- 71 Islington MLA's policy is that every child should be taught in their chronological year group, although it is acknowledged that in exceptional circumstances placing children out of chronological year group may be in the child's best interests.
- 72 Parents may seek a place for their child outside of their normal age group at Secondary Transfer, for example, if the child is gifted and talented or has experienced problems such as ill health.
- 73 The Director of Children's Services, on an individual basis, may agree for a child to be taught out of their chronological year group where applicants can demonstrate that admission outside the normal age group would be in the child's best interests.
- 74 Parents must supply written details of any such special factors at the time of the original application (together with recent supporting documentation) to enable these factors to be considered.
- 75 Cases will be considered by a panel comprising senior admissions officers and SEND specialists. The panel will consider the evidence presented and consult relevant professionals as necessary before coming to a decision. In cases where it is agreed, it will

never be more than one year below or above the child's chronological age, and will be binding on all Islington community schools.

- 76 A decision regarding a child with an Education, Health and Care Plan (EHCP) will be considered via the SEN Annual Review process. In the event that the HLA determines that the child should be taught out of chronological year group the EHCP will be amended accordingly.
- 77 Although parents have a statutory right to appeal against the refusal of a place at a school for which they have applied, the right does not apply if they are offered a place at the school but it is not in their preferred age group.

**Schedule A: Proposed timetable for the determination of secondary applications  
2022/23**

<b>22 October 2021</b>	Recommended closing date for receipt of the School Admission Application Form
<b>31 October 2021</b>	Statutory deadline for return of application to the Home LA
<b>12 November 2021</b>	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Islington VA schools/maintaining local authorities
<b>22 November 2021 – 4 January 2022</b>	Own admission authority schools and Academies will assess their applications according to their admissions criteria
<b>10 December 2021</b>	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
<b>13 December 2021 - 4 January 2022</b>	Pan-London data checking exercise of pupil applications exchanged via the PLR
<b>01 January 2022</b>	Deadline for the LA to formulate and publish on their website the local area's coordinated scheme
<b>7 January 2022</b>	Own admission authority schools and academies to provide Islington LA with an electronic list of their applicants in rank order
<b>31 January 2022</b>	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR (1st ALT)
<b>11 February 2022</b>	Final ALT file to the PLR
<b>14 – 22 February 2022</b>	Pan-London data checking exercise of pupil offer data
<b>23 February 2022</b>	Deadline for online ALT file to portal
<b>28 February 2022</b>	Deadline for admission arrangements to be determined
<b>1 March 2022</b>	National Offer Day - Notification Letter sent to parents by Home LA
<b>15 March 2022</b>	Date by which parents accept or decline offers
<b>22 March 2022</b>	Date by which LA will pass information to schools within Islington (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

## Schedule B: Proposed Secondary Notification Letter

1 March 2022

Ref: «pupil\_id»

To the Parent/Carer of

«pupil\_firstname» «pupil\_surname»

Islington School Admissions Team

222 Upper Street, London N1 1XR

Tel: 020 7527 5515

Email: admissions@islington.gov.uk

This matter is being dealt with by:

Alison Smith

Dear Parent/Carer,

### SECONDARY TRANSFER – 2022/23

I am writing to let you know the outcome of your application for a secondary school place. Your child «pupil\_firstname» has been offered a place at «alloc\_pref».

#### Accepting the offer of the school place

It is important that you confirm as soon as possible that you wish to accept the offer of a place at «alloc\_pref». Please complete the reply slip below and return by 15 March 2022. Failure to do so may result in this offer being withdrawn. Once your acceptance is received, the school will be informed and will contact you to provide further information about the arrangements for admission.

Please note that applications for any schools that you listed lower on your application form were automatically withdrawn under the coordinated admission arrangements.

#### If you were not offered your first preference school

I am sorry that it was not possible to offer a place at any of the schools which you have listed higher on your application form. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's published admission criteria.

If you would like further information about why your child was not offered one of your higher preference schools, then please contact the admission authority for that school. An admission authority will either be the school or the local authority where the school is located. We are the admission authority for community schools in Islington. For all other schools and academies, please contact them directly.

## Appeals

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools which you listed on your application form.

If you wish to appeal:

- for community schools in Islington please complete the [online appeal form](#)
- for all other schools and academies in Islington please contact the school direct
- for schools outside Islington, please contact the local authority where the school is located.

NB. The outcome of your appeal will not be influenced by the acceptance of a place at an alternative school.

## Waiting lists

I can confirm that your child's name has been placed on the waiting list for any Islington school that you have listed higher on your form. If you do not wish to remain on these waiting lists, please tick the relevant box on the reply slip.

If you would like «pupil\_firstname» to be placed on a waiting list for any other school, then please contact the Islington School Admissions Team. Your child will remain on the waiting list until **31 December 2022**.

If you have any further queries, please do not hesitate to contact a member of the School Admissions Team on 020 7527 5515.

Yours sincerely,

Alison Smith

Manager, Admissions and Children Out of School

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REPLY SLIP

Ref: «pupil\_id»

**PLEASE ACCEPT YOUR PLACE ONLINE by 15 MARCH 2022**

Alternatively, please return the paper form by email or post to:

Islington School Admissions Team  
222 Upper Street  
London N1 1XR

Email: admissions@islington.gov.uk

**ACCEPTING A PLACE**

- I wish to accept a place for «pupil\_firstname» «pupil\_surname» at «alloc\_pref»
- I do not wish to accept a place for «pupil\_firstname» «pupil\_surname» at «alloc\_pref»

.....  
*Please complete this section if not accepting this school place.*

I do not wish to accept a place at the above school. My child will be educated as follows:

.....

**WAITING LISTS**

- I would like my child to be placed on the waiting list for the following schools (up to six maximum):

.....

- Please remove my child from all waiting lists.

..... /...../.....

Signature of Parent/Carer  
Date  
Daytime Telephone Number.....

For information on how the waiting lists for Islington Schools operate, please refer to the Secondary Schools Brochure available online at:

[www.islington.gov.uk/admissions](http://www.islington.gov.uk/admissions)

## **Appendix 2: Proposed Admission Criteria to Islington Community Secondary Schools: 2022/23**

Applicants with an Education, Health and Care Plan (EHCP) will be admitted (via the SEN process as outlined in Section 324 of the Education Act 1996) to the school named in the EHCP.

In the event of over-subscription to a community secondary school, the following criteria will be applied in the order listed below:

1. **Looked-after and previously looked after children:** Children who are in the care of a local authority in England and children who have been adopted or made subject to a child arrangements order or special guardianship order immediately after being looked-after by a local authority in England.
2. **Sibling:** A sibling is defined as a brother or sister, half brother or sister, step brother or sister or adopted brother or sister whose main residence is at the same address. This criterion will apply to applicants with a sibling living at the same address who is on the roll of the preferred school (Years 7 to 11), or co-located Special School, at the time of proposed admission in the new academic year.
3. **Exceptional Social, Medical or Special Educational Needs:** The Director of Children's Services, on an individual basis, may give priority to applicants who can demonstrate that admission to a particular school is necessary on the grounds of professionally supported *exceptional* medical, social or special educational needs. Parents must supply details of any such special factors at the time of the original application (together with recent supporting documentation), to enable these factors to be considered.
4. **Distance:** Applicants who live nearest to the preferred school. Nearness to the school will be determined by a computerised mapping system using a straight line distance measurement. Routes will be calculated from the home address (as defined by the Land and Property Gazetteer) to the midpoint of the school grounds (as determined by Islington Local Authority).

**Distance will be used as a tiebreaker for over-subscription criteria 1- 3.**

### **Tie Break**

In the event of more applications than places available within any criterion, the tiebreaker will be distance. If only one place is available and two or more families live an equal distance from the school or tie within any of the other criteria, then the allocation of that place will be determined by random allocation using a computerised system.

### **Multiple births**

If only one place is available at the secondary school and the next child who qualifies for a place is one of multiple birth siblings, or has a sibling who is eligible for admission in the same year group, we will ask community secondary schools to admit the siblings and go over their published admission number to support the family.

### Appendix 3: Proposed Secondary Admission Numbers 2022/23

School	Designation	PAN 2021/22	Proposed PAN 2022/23
Arts and Media School, Islington	Mixed Trust	150	<b>150</b>
Beacon High	Mixed Community	120	<b>120</b>
Central Foundation Boys School	Boys Voluntary- Aided	180	<b>180</b>
City of London Academy, Highbury Grove	Mixed Academy	240	<b>240</b>
City of London Academy, Highgate Hill	Mixed Academy	140	<b>140</b>
City of London Academy, Islington	Mixed Academy	165	<b>165</b>
Elizabeth Garrett Anderson	Girls Community	180	<b>180</b>
Highbury Fields	Girls Community	140	<b>140</b>
St Aloysius' College	Boys Voluntary- Aided	180	<b>180</b>
St Mary Magdalene Academy	Mixed Academy	210	<b>210</b>
<b>TOTAL NUMBER OF AVAILABLE PLACES</b>		<b>1705</b>	<b>1705</b>

*NB. Please note that although Arts and Media School, Islington is technically its own admission authority, the school has asked the local authority to treat it as community school for the purpose of school admissions.*

## Appendix 4: Proposed Arrangements for Primary Transfer Pan London Co-ordinated Scheme 2022/23

### ➤ GLOSSARY

<b>Admission Authority (AA)</b>	The body responsible for setting and applying a school's admission arrangements. For community schools, the local authority is the admission authority; and for foundation or voluntary aided schools, the governing body of the school is the admission authority. For Academies and Free Schools, the Funding Agreement states who is responsible for applying admission arrangements that can only be set or altered with the prior agreement of the Secretary of State.
<b>Home Local Authority (HLA):</b>	The authority area in which the child lives.
<b>Maintaining Local Authority (MLA):</b>	The authority area in which the school is located.

### ➤ APPLICATIONS

- 1 Islington LA will advise HLAs of any resident pupils on the roll of Islington LA's maintained children's centres, nursery schools, primary schools, Free Schools and Academies who are eligible to transfer to reception class in the September of the subsequent academic year (i.e. **September 2021**).
- 2 Islington residents need to apply online at [www.islington.gov.uk/admissions](http://www.islington.gov.uk/admissions). Where this is not possible, applicants should contact the School Admissions Team by telephone (020 7527 5515) or in person (Council Offices at 222 Upper St, N1 1XR) to request a paper application.
- 3 Islington LA will take all reasonable steps to ensure that every parent who has a child in the eligible cohort and is resident in Islington is informed of how they can access Islington's composite prospectus/admissions brochure and apply online. The prospectus will be available online from [www.islington.gov.uk/admissions](http://www.islington.gov.uk/admissions), with reference copies available from Islington School Admissions team at the Council's Offices at 222 Upper St, N1 1XR by **12 September 2021**.
- 4 The online brochure will also be available to parents who are non-residents and will include information on how to access their HLA's equivalent School Admissions Application Form, and advise parents to contact their HLA if they are unable to apply online.
- 5 Own admission authorities within Islington will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the school's published oversubscription criteria.

- 6** Where admission authorities within Islington use supplementary information forms, Islington LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code, 2014.
- 7** Where supplementary forms are used, they will be made available on Islington's website or from the school concerned for resident and non-resident applicants alike. The supplementary forms will advise parents that they must also complete their HLA's School Admissions Application Form.
- 8** Islington's composite prospectus/admissions brochure will indicate which Islington schools require supplementary information forms to be completed and signpost applicants to where these forms can be found.
- 9** Where a school in Islington receives a supplementary information form, it will not be considered a valid application unless:
  - the applicant has also completed Islington's School Admissions Application Form or their HLA's equivalent common application form AND
  - the school is listed on Islington's/HLA's application form as a preference.
- 10** Islington LA will share the details of each application for an Islington voluntary-aided school with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent who has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Islington LA who will then contact the parent and ask them to complete one.
- 11** Applicants will be able to express a preference for up to six maintained primary schools or Academies/Free Schools located within and/or outside Islington LA that has agreed to participate in their local authority's Qualifying Scheme.
- 12** The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Islington expresses a preference for schools in the area of another MLA, the order of preference will be revealed to that LA in order to determine the highest ranked preference in cases where a child is eligible for a place at more than one school.
- 13** The address that will be used to process an application will be the child's normal and permanent address as at the closing date for applications (**15 January 2022**).
- 14** If parents live separately, but the child lives equally with both, then it is the parents' responsibility to make this clear at the time of application and to provide supporting evidence in respect of both addresses, for example a Residency Order from a court.

- 15** Only one address can be used for school admission purposes and the final decision will rest with Islington LA.
- 16** Islington LA may not accept a temporary address where the applicant still possesses a property that was previously used as a home address; nor accept a temporary address if it is used solely or mainly to obtain a school place.
- 17** The LA may also undertake additional checks with the new school to ascertain whether the child's home address has changed since the application was completed and will investigate all applications where:
- there are any doubts about the information originally provided;
  - information has been received from a member of the public to suggest a fraudulent application has been made;
  - the Council Tax account is in a different name from the applicant's.
- 18** Any applicant who provides false or misleading information will have their offer of a school place withdrawn, and may also be subject to legal proceedings.
- 19** Islington LA undertakes to carry out the address verification process set out in its entry in the Pan-London Business User Guide. This will in all cases include validation of resident applicants against Islington LA's primary school data and the further investigation of any discrepancy. Where Islington LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a MLA, it will advise the MLA no later than **11 February 2022**.
- 20** Islington LA will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child Looked After' by a local authority in England or 'Previously looked after' by a local authority in England and has recently been adopted (or made subject to a child arrangements order or special guardianship order) immediately after being looked after and will provide any additional evidence on receipt of a reasonable request to the MLA in respect of a preference for a school in its area by **4 February 2022**.
- 21** Islington LA will advise a MLA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside the correct age cohort, and will forward any supporting documentation to the MLA by **4 February 2022**.
- **PROCESSING**
- 22** Applicants who are resident within Islington LA must complete and submit (or return) the School Admissions Application Form, which will be available online, to Islington LA by **15 January 2022**. Islington LA will follow the timetable set out in **Schedule C**.
- 23** Application data relating to preferences for schools in other participating LAs will be uploaded to the Pan-London Register (PLR) by **4 February 2022**. Supplementary information provided with the Schools Admission Application Form will be sent to MLAs by the same date.

- 24** Any application forms, changes to preferences or preference order received after **15 January 2022** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.
- 25** Islington LA will accept late applications and process them as on time if they are late for a good reason and received by the **10 February 2022**, deciding each case upon its own merits.
- 26** Where such applications contain preferences for schools in other LAs, Islington will forward the details to MLAs via the Pan-London Register (PLR) as they are received. Islington LA will accept late applications which are considered to be on time within the terms of the HLA's scheme.
- 27** The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the HLA's scheme is **11 February 2022**.
- 28** Where an applicant moves from one participating HLA to another after submitting an on-time application under the terms of the former HLA's scheme, the new HLA will accept the application as on-time up to **10 February 2022**, on the basis that an on-time application already exists within the Pan-London system.
- 29** Application data relating to applications for schools in other participating LAs will be uploaded to the Pan-London Register (PLR) by **11 February 2022**. Supplementary information provided with the School Admissions Application Form will be sent to Islington voluntary-aided schools and MLAs by the same date.
- 30** Application data relating to Islington schools from out-of-borough pupils will be received from the Pan London Register on **11 February 2022**.
- 31** Islington LA will notify each school within Islington that is its own admissions authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **14 February 2022**.
- 32** Between **14 and 18 February 2022**, own admission authority schools and Academies will assess their applications according to their admissions criteria.
- 33** Islington LA will participate in the application data checking exercise scheduled between **14 February and 18 February 2022** in the Pan-London timetable.
- 34** All preferences for schools within Islington will be considered without reference to rank order. When the admission authorities within Islington have provided a list of applicants in criteria order, Islington LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked potential offer to decide which single offer to make.
- 35** Schools which are their own admission authority must provide the MLA with an electronic list of their applicants in rank order by **25 February 2022**.

- 36** Islington LA will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school on **17 March 2022**. The PLR will transmit the highest potential offer specified by the MLA to the HLA.
- 37** Islington LA will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System – ONE) and the PLR which will continue until notification that a steady state has been achieved, or until **24 March 2022** if this is sooner.
- 38** Islington will not make an additional offer between the end of the iterative process and **19 April 2022** which may impact on an offer being made by another participating LA.
- 39** Notwithstanding paragraph 38, if an error is identified within the allocation of places at one of our schools or academies, Islington LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a HLA or MLA) Islington LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Islington will accept that the applicant(s) affected might receive a multiple offer.
- 40** Islington LA will participate in the offer data checking exercise scheduled between **25 March and 6 April 2022**.
- 41** Islington LA will send a file to the e-Admissions portal with outcomes for all resident applicants who have applied online no later than **11 April 2022**.

➤ **OFFERS**

- 42** Islington LA will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place in accordance with paragraph 2.11 of the School Admissions Code, 2014. The applicant will be offered a place at the nearest Islington community school to the home address with an available place.
- 43** Islington LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the HLA or in other participating LAs.
- 44** Islington LA will use the Notification Letter set out in **Schedule D**.
- 45** Notification of the outcome will be sent electronically to resident applicants on **19 April 2022**, unless a paper application was submitted.
- 46** Islington LA will provide children’s centres, nursery and primary schools with the destination data of its resident applicants after Offer day, on **19 April 2022**.
- 47** Parents who are not successful in their application for a school will be offered the right of appeal.

➤ **POST OFFER**

- 48** Parents must accept or decline the offer of a place by **4 May 2022**, or within two weeks of any subsequent offer. If they do not respond by this date the HLA will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Only where the parent fails to respond and Islington LA can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn. (The School Admissions Code states that an admission authority may only lawfully withdraw an offer in very limited circumstances. This may include where a parent has not responded to the offer within a reasonable time).
- 49** Where a parent accepts or declines a place by **4 May 2022**, this information will be passed on to the relevant school within Islington, or for out-of-borough schools, to the MLA, by **11 May 2022**. Subsequent information will be transferred as and when it is received.
- 50** A second round of offers will be made following the deadline for acceptance/decline of the original offer made on National Offer Day. There will be no differentiation between on-time or late applications from this point onwards. This includes any applicants who declined their original offer or who wish to make an application for a school in Islington to which they did not originally apply, and all late applicants who missed the original application deadline. The second round of offers will take place within 5 working days of the acceptance/decline deadline.
- 51** Islington LA will inform the HLA, where different, of an offer for a maintained school or Academy in Islington which can be made to an applicant resident in the HLA's area, in order that the HLA can offer the place.
- 52** When acting as a MLA, Islington LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.
- 53** When acting as a HLA, Islington LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.
- 54** Where Islington LA is informed by a MLA of an offer which can be made to an applicant resident in Islington which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the MLA that the offer will not be made.
- 55** Where Islington LA, acting as a HLA, has agreed to a change of preference order for good reason, it must inform any MLA affected by the change.
- 56** When acting as a MLA, Islington LA will inform the HLA, where different, of any change to an applicant's offer status as soon as it occurs. Islington LA will accept new applications (including additional preferences) from HLAs for maintained schools and Academies in its area.

➤ **WAITING LISTS**

- 57** Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Islington school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be given the opportunity to make applications to Islington schools to which they did not originally apply.
- 58** Where a waiting list is maintained by an admission authority of a maintained school or academy, the admission authority will inform the MLA of a potential offer, in order that the offer may be made by the HLA.
- 59** Waiting lists will be kept by all admission authorities in Islington LA. Own admission authority schools will apply their own admission arrangements. Islington LA will keep a duplicate waiting list and will offer places on behalf of the governing bodies of own admission authority schools. Waiting lists for community schools will be administered centrally by Islington MLA during the **Autumn Term**.
- 60** Waiting lists for entry to Reception class in **September 2022** will be compiled on **5 May 2022** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.
- 61** Following the second round of offers, waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.
- 62** Children will remain on the waiting list until **31 December 2022**. After this period, all waiting lists will be cleared and passed over to Islington schools. Applicants wishing to remain on the waiting list after this point will need to submit a fresh application for the school in question using Islington's [In-Year Application Form](#).

➤ **CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)**

- 63** For families of service personnel with a confirmed posting in Islington LA, or crown servants returning from overseas to live in Islington LA, we will:
- allocate a place in advance of the family arriving in Islington provided the application is accompanied by an official letter that declares a relocation date and a Unit postal address or quartering area address;
  - describe Islington's arrangements for the admission of children of UK Service Personnel in our composite prospectus/admissions brochure;
  - ensure our arrangements do not disadvantage service children through an annual review of existing procedures.
- 64** Applications will be processed in line with Islington's school admissions procedures as described above.
- 65** Where possible, a place will be offered at the applicant's highest preferred school as listed on the application form.

**66** Where it is not possible to offer a place at one of the preferred schools, a place will be allocated at the child's nearest Islington community school with a vacancy and the family offered the right of appeal. We may also ask the school to go over numbers.

**67** The allocated place will be held open for a period of up to two school terms in advance of the family's move to the UK. This may be extended in individual circumstances.

**68** The child will be placed on the waiting list for any higher preference school than the one offered as described above.

➤ **DEFERRING OR DELAYING ADMISSION**

**69** Children are entitled to a full-time place in Reception class in the September following their fourth birthday.

**70** In line with the Admissions Code 2014, parents can defer the date their child takes up a full-time place until later in the school year, but not beyond the point at which they reach compulsory school age, and not beyond the beginning of the final term of the school year for which the place was offered.

**71** Parents who wish to defer their child's admission or opt for their child to attend part-time until they reach compulsory school age *within the same academic year* should inform the head teacher of the offered school.

**72** In the case of a parental request to *delay* their child's admission into the reception class for the following academic year, the local authority will consider each case on its merits, in the best interests of the child, using the following criteria:

- the needs of the child and the possible impact of being out of chronological year group;
- in the case of children born prematurely, the fact that they may have naturally fallen into the lower age group if they had been born on their expected date of birth;
- whether delayed social, emotional or physical development is adversely affecting their readiness for school;
- any evidence provided by the parents to support their request;
- the views of the head teacher of the relevant school;
- relevant research into the outcomes of summer born and premature children.

**73** If the request for delayed admission is agreed, the parent must reapply for a reception class place on the basis of the following year's oversubscription criteria.

**74** In both cases, the child **MUST** begin to attend school upon reaching compulsory school age (i.e. at the start of the term following their fifth birthday).

**75** Where parents wish, children may attend the offered school part-time until later in the school year but not beyond the point at which they reach compulsory school age.

➤ **CHILDREN OUT OF CHRONOLOGICAL YEAR GROUP WHO ARE NOT SUMMER BORN**

- 76** Islington MLA's policy is that every child should be taught in their chronological year group, although it is acknowledged that in exceptional circumstances placing children out of chronological year group may be in the child's best interests.
- 77** Parents may seek a place for their child outside of their normal age group at Primary Transfer, for example, if the child is gifted and talented or has experienced problems such as ill health.
- 78** The Director of Children's Services, on an individual basis, may agree for a child to be taught out of their chronological year group where applicants can demonstrate that admission outside the normal age group would be in the child's best interests.
- 79** Parents must supply written details of any such special factors at the time of the original application (together with recent supporting documentation) to enable these factors to be considered.
- 80** Cases will be considered by a panel comprising senior admissions officers and SEND specialists. The panel will consider the evidence presented and consult relevant professionals as necessary before coming to a decision. In cases where it is agreed, it will never be more than one year below or above the child's chronological age, and will be binding on all Islington community schools.
- 81** A decision regarding a child with an Education, Health and Care Plan (EHCP) will be considered via the SEN Annual Review process. In the event that the HLA determines that the child should be taught out of chronological year group the EHCP will be amended accordingly.
- 82** Although parents have a statutory right to appeal against the refusal of a place at a school for which they have applied, the right does not apply if they are offered a place at the school but it is not in their preferred age group.

**Schedule C: Proposed timetable for the Determination of Primary Applications  
2022/23**

<b>01 January 2022</b>	Deadline for the LA to formulate and publish on their website the local area's coordinated scheme
<b>8 January 2022</b>	Recommended closing date for receipt of the School Admission Application Form
<b>15 January 2022</b>	Statutory deadline for return of application to the Home LA
<b>4 February 2022</b>	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Islington VA schools/maintaining local authorities
<b>11 February 2022</b>	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
<b>14 February – 18 February 2022</b>	Own admission authority schools and academies will assess their applications according to their admissions criteria
<b>14 February -18 February 2022</b>	Pan-London data checking exercise of pupil applications exchanged via the PLR
<b>25 February 2022</b>	Own admission authority schools and academies to provide Islington LA with an electronic list of their applicants in rank order
<b>28 February 2022</b>	Deadline for admission arrangements to be determined
<b>17 March 2022</b>	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR (1st ALT)
<b>24 March 2022</b>	Final ALT file to the PLR
<b>25 March – 6 April 2022</b>	Pan-London data checking exercise of pupil offer data
<b>11 April 2022</b>	Deadline for online ALT file to portal
<b>19 April 2022</b>	National Offer Day - Notification Letter sent to parents by Home LA
<b>04 May 2022</b>	Date by which parents accept or decline offers
<b>11 May 2022</b>	Date by which LA will pass information to schools within Islington (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

## Schedule D: Proposed Primary Notification Letter

19 April 2022

Ref: «pupil\_id»

To the Parent/Carer of

«pupil\_firstname» «pupil\_surname»

Islington School Admissions Team

222 Upper Street, London N1 1XR

Tel: 020 7527 5515

Email: admissions@islington.gov.uk

This matter is being dealt with by:

Alison Smith

Dear Parent/Carer

### PRIMARY TRANSFER STARTING RECEPTION – 2022/23

I am writing to let you know the outcome of your application for a primary school place. Your child «pupil\_firstname» has been offered a place at «alloc\_pref».

#### Accepting the offer of the school place

It is important that you confirm as soon as possible that you wish to accept the offer of a place at «alloc\_pref». Please complete the reply slip below and return by 04 May 2022. Failure to do so may result in this offer being withdrawn. Once your acceptance is received, the school will be informed and will contact you to provide further information about the arrangements for admission.

Please note that applications for any schools that you listed lower on your application form were automatically withdrawn under the coordinated admission arrangements.

#### If you were not offered your first preference school

I am sorry that it was not possible to offer a place at any of the schools which you have listed higher on your application form. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's published admission criteria.

If you would like further information about why your child was not offered one of your higher preference schools, then please contact the admission authority for that school. An admission authority will either be the school or the local authority where the school is located. We are the admission authority for community schools in Islington. For all other schools and academies, please contact them directly.

#### Appeals

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools which you listed on your application form.

If you wish to appeal:

- for community schools in Islington please complete the [online appeal form](#)
- at: <http://www.islington.gov.uk/admissions> for all other schools and academies in Islington please contact the school direct
- for schools outside Islington, please contact the local authority where the school is located.

### **Key Stage 1 Infant Class Size Legislation**

You should be aware that by law infant classes (Reception, Year 1 and Year 2), where the majority of children will reach the age of 5, 6 or 7 during the school year, must not contain more than 30 pupils with a single school teacher.

Where a child has been refused admission to a school on "Infant Class Size Prejudice" grounds, an appeal panel can only offer a place to a child where it is satisfied that either:

- the child would have been offered a place if the admission arrangements had been properly implemented; and/or
- the child would have been offered a place if the arrangements had not been contrary to mandatory provisions in the School Admissions Code and the School Standards and Framework Act (SSFA) 1998; and/or
- the decision to refuse admission was not one which a reasonable admission authority would have made in the circumstances of the case.

**NB. The outcome of your appeal will not be influenced by the acceptance of a place at an alternative school.**

### **Waiting lists**

I can confirm that your child's name has been placed on the waiting list for any Islington school that you have listed higher on your form. If you do not wish to remain on these waiting lists, please tick the relevant box on the reply slip.

If you would like «pupil\_firstname» to be placed on a waiting list for any other school, then please contact the Islington School Admissions Team. Your child will remain on the waiting list until the 31 December 2022.

If you have any further queries, please do not hesitate to contact a member of the School Admissions Team on 020 7527 5515.

Yours sincerely,

Alison Smith

Manager, Admissions and Children Out of School

REPLY SLIP

Ref: «pupil\_id»

**PLEASE ACCEPT YOUR PLACE ONLINE BY 04 MAY 2022**

Alternatively, please return the paper form by email or post to:

Islington School Admissions Team  
222 Upper Street  
London N1 1XR

Email: admissions@islington.gov.uk

**ACCEPTING A PLACE**

- I wish to accept a place for «pupil\_firstname» «pupil\_surname» at «alloc\_pref»
- I do not wish to accept a place for «pupil\_firstname» «pupil\_surname» at «alloc\_pref»

.....

**Please complete this section if not accepting this school place.**

I do not wish to accept a place at the above school. My child will be educated as follows:

.....

**WAITING LISTS**

- I would like my child to be placed on the waiting list for the following schools (up to six maximum):

.....

- Please remove my child from all waiting lists.

.....

Signature of Parent/Carer

...../...../.....

Date

Daytime Telephone Number.....

For information on how the waiting lists for Islington Schools operate, please refer to the Primary Schools Brochure available online at: [www.islington.gov.uk/admissions](http://www.islington.gov.uk/admissions)

## **Appendix 5: Proposed Admission Criteria to Islington Community Primary Schools: 2022/23**

Applicants an Education, Health and Care Plan (EHCP) will be admitted (via the SEN process as outlined in Section 324 of the Education Act 1996) to the school named in the EHCP.

In the event of over-subscription to a community secondary school, the following criteria will be applied in the order listed below:

1. **Looked-after and previously looked after children:** Children who are in the care of a local authority in England and children who have been adopted or made subject to a child arrangements order or special guardianship order immediately after being looked-after by a local authority in England.
2. **Sibling:** A sibling is defined as a brother or sister, half brother or sister, step brother or sister or adopted brother or sister whose main residence is at the same address. This criterion will apply to applicants with a sibling living at the same address who is on the roll of the preferred school (Reception Class to Year 6), or co-located Special School, at the time of proposed admission in the new academic year.
3. **Exceptional Social, Medical or Special Educational Needs:** The Director of Children's Services, on an individual basis, may give priority to applicants who can demonstrate that admission to a particular school is necessary on the grounds of professionally supported *exceptional* medical, social or special educational needs. Parents must supply details of any such special factors at the time of the original application (together with recent supporting documentation), to enable these factors to be considered.
4. **Distance:** Applicants who live nearest to the preferred school. Nearness to the school will be determined by a computerised mapping system using a straight line distance measurement. Routes will be calculated from the home address (as defined by the Land & Property Gazetteer) to the midpoint of the school grounds (as determined by Islington Local Authority).

**Distance will be used as a tiebreaker for over-subscription criteria 1- 4.**

### **Tie Break**

In the event of more applications than places available within any criterion, the tiebreaker will be distance. If only one place is available and two or more families live an equal distance from the school or tie within any of the other criteria, then the allocation of that place will be determined by random allocation using a computerised system.

### **Multiple Births**

#### **• Key Stage 1**

If only one place is available at the school and the next child who qualifies for a place is one of multiple birth siblings, or has a sibling in the same year group, schools will go over their published admission number to support the family as required by the School Admissions Code 2014. These children will be deemed as 'excepted' pupils under KS1 class size legislation.

#### **• Key Stage 2**

If only one place is available at the school and the next child who qualifies for a place is one of multiple birth siblings, or has a sibling in the same year group, we will ask community schools to admit the siblings and go over their published admission number to support the family.

## Appendix 6: Proposed Primary Admission Numbers: 2022-23

SCHOOL	Planning Area	Planning Area Network	Proposed Admission Number 2022/23			
Ambler Primary School & Children's Centre	3	Highbury	60			
Ashmount Primary School	2	Hornsey	60			
Blessed Sacrament Catholic Primary School	4	Barnsbury	30			
Canonbury Primary School	5	Canonbury	60			
Christ The King Catholic Primary School	2	Hornsey	60			
City of London Primary Academy, Islington	6	Finsbury	60			
Clerkenwell Parochial CofE Primary School	6	Finsbury	30			
Copenhagen Primary School	4	Barnsbury	30			
Drayton Park Primary School	3	Highbury	45			
Duncombe Primary School	2	Hornsey	60			
Gillespie Primary School	3	Highbury	30			
Grafton Primary School	2	Hornsey	60	1	Holloway	465
Hanover Primary School	5	Canonbury	45	2	Hornsey	480
Hargrave Park Primary School	1	Holloway	45	3	Highbury	360
Highbury Quadrant Primary School	3	Highbury	45	4	Barnsbury	260
Hugh Myddelton Primary School	6	Finsbury	60	5	Canonbury	355
Hungerford Primary School	1	Holloway	60	6	Finsbury	330
Laycock Primary School	4	Barnsbury	50		TOTAL	2250
Montem Primary School	2	Hornsey	60			
Moreland Primary School	6	Finsbury	60			
Newington Green Primary School	3	Highbury	60			
Pakeman Primary School	2	Hornsey	45			
Pooles Park Primary School	2	Hornsey	45			
Prior Weston Primary School	6	Finsbury	60			
Robert Blair Primary School	1	Holloway	30			
Rotherfield Primary School	5	Canonbury	60			
Sacred Heart Catholic Primary School	1	Holloway	60			
St Andrew's Barnsbury Church Of England Primary	4	Barnsbury	30			
St Joan of Arc Catholic Primary School	3	Highbury	60			
St John Evangelist Catholic Primary School	5	Canonbury	40			
St John's Highbury Vale CofE Primary School	3	Highbury	30			
St John's Upper Holloway CofE Primary School	1	Holloway	30			
St Joseph Roman Catholic Primary School	1	Holloway	60			
St Jude And St Paul's CofE Primary School	3	Highbury	30			
St Luke's CofE Primary School	6	Finsbury	30			
St Mark's CofE Primary School	2	Hornsey	30			
St Mary Magdalene Academy	1	Holloway	30			
St Mary's CofE Primary School	5	Canonbury	30			
St Peter and St Paul Catholic Primary School	6	Finsbury	30			
The New North Academy	5	Canonbury	60			
Thornhill Primary School	4	Barnsbury	60			
Tufnell Park Primary School	1	Holloway	90			
Vittoria Primary School	4	Barnsbury	30			
Whitehall Park Free School	2	Hornsey	60			
William Tyndale Primary School	5	Canonbury	60			
Winton Primary School	4	Barnsbury	30			
Yerbury Primary School	1	Holloway	60			
<b>TOTAL</b>			<b>2250</b>			

## Appendix 7: Proposed In-Year Admission Protocols for Islington Schools: 2022-23

### GLOSSARY

**Admission Authority:** The body responsible for setting and applying a school's admission arrangements. For community schools, the local authority is the admission authority; and for foundation or voluntary aided schools, the governing body of the school is the admission authority. For Academies and Free Schools the Funding Agreement states who is responsible for applying admission arrangements which can only be set or altered with the prior agreement of the Secretary of State.

**Home Local Authority (HLA):** The authority area in which the child lives.

**Maintaining Local Authority (MLA):** The authority area in which the school is located.

### ➤ PRINCIPLES

1. The aim of these protocols is to establish a fair, clear and simple process for Islington parents wishing to apply for a place at an Islington school.
2. The protocols have also been designed to safeguard children from 'slipping through the net' and being left without a school place.
3. To this end there will be a single process for admission to any school in Islington, including community, academy and voluntary-aided schools.
4. The administrative responsibility for processing in-year applications has been delegated to schools. For community schools however, the local authority remains the admission authority and retains overall responsibility for the allocation of school places.
5. Schools will work in partnership with Islington LA both in its capacity as HLA and MLA to safeguard children and to ensure a fair, clear and simple process for Islington parents.

### ➤ APPLICATIONS

6. Applications for all Islington schools, from children resident in Islington will be made on Islington's online In-Year School Admissions Application Form. This will include all the fields and information specified in **Schedule A** which has been previously agreed by all PAN London Authorities and is compliant with the School Admissions Code.
7. The In-Year School Admissions Application Form will be available as an online application form at: [www.islington.gov.uk/admissions](http://www.islington.gov.uk/admissions). Alternatively, a paper form can be requested from the Islington School Admissions Team by telephone on 020 7527 5515 or in person at the Council Offices at 222 Upper St, N1 1XR.
8. As Islington schools will be responsible for making offers and holding waiting lists, an individual application must be made to each preferred school so that preference order is not disclosed.
9. Parents can apply for up to 3 schools in Islington or in other local authorities and can select up to three preferences for Islington schools.

10. Islington schools will forward applications for children living elsewhere in England to Islington MLA who will liaise with the child's HLA and share the outcome of the application.
11. Islington LA will allow parents to submit an online enquiry via email to express an interest in applying for an In-Year school place.
12. Own admission authorities within Islington will only use supplementary forms where the information available through the School Admissions Application Form is insufficient for consideration of the application against their published oversubscription criteria.
13. Supplementary forms will be available from the Islington school concerned, on Islington's website and from the Islington School Admissions Team.
14. Any supplementary forms must advise parents that they must also complete their HLA's School Admissions Application Form. Islington's online composite prospectus/admissions brochure and website will indicate which Islington schools require supplementary forms to be completed and where they can be obtained.
15. Where an admission authority in Islington receives a supplementary form, it will consider it to be a valid application, and the parent will also be asked to complete their HLA's School Admissions Application Form.
16. Where there is no waiting list and only the HLA's Application Form is received, Islington schools MUST admit the child. If there is a waiting list, a supplementary form should be completed where relevant in order for the application to be ranked correctly.
17. Any Islington school that operates a banding system that requires testing to take place must ensure appropriate arrangements are made for this to happen in a timely manner.
18. Islington MLA will accept any preference received from a HLA for a maintained school or Academy in Islington.
19. On request from an Islington school, Islington LA will undertake to carry out address verification and measuring of home to school distances. This service will be provided at no additional cost to Islington community and voluntary-aided schools. However, there will be a charge to Academies.
20. Where Islington HLA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a MLA, it will advise the MLA as soon as it becomes apparent.
21. On request, Islington HLA will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child Looked After' by a local authority in England or 'Previously looked after' by a local authority in England and has recently been adopted (or made subject to a child arrangements order or special guardianship order) immediately after being looked after and provide evidence to the MLA in respect of a preference for a school in its area.
22. or previously looked after child who has been adopted (or made subject to a child arrangement order or special guardianship order) immediately after being looked after, and provide evidence to the MLA in respect of a preference for a school not in Islington MLA as soon as it is received.

➤ **PROCESSING**

23. Applicants with children resident in Islington must complete and return Islington's online In-Year School Admissions Application Form, a copy of which is sent directly to the preferred Islington school and School Admissions Team.
24. Islington schools will be responsible for ranking and decision-making in relation to which child is to be offered a place in accordance with their published admission criteria.
25. Islington schools will also be responsible for maintaining their waiting lists in admission criteria order. Waiting lists will be cleared at the end of each term and parents notified that they should submit a fresh application if they wish to remain on the waiting list.
26. Continuity in a child's education is of significant importance. Islington's head teachers are committed to working in partnership with each other and Islington LA to minimise disruption to a child's education through changing schools mid-year, unless it is in the child's best interest to do so.
27. Where an application is received from a child who attends another Islington school, the head teacher of the preferred Islington school will inform the current Islington school of the application. This will provide the current Islington school with the opportunity to discuss with the parent their reasons for wishing to change schools.
28. Schools must notify the MLA of any completed In-Year School Admissions Application Form, and inform the HLA of which children are to be offered a school place and similarly which children are not being offered a school place. This is an important safeguarding process to ensure no child is left without a school place. Islington schools will provide Islington LA with a copy of the application form to enable the HLA to verify the address and calculate distances where requested as detailed above.
29. Islington schools will send out their own offer (Schedule F) or no offer letter (Schedule G) and provide Islington LA with a copy.
30. Where an Islington school informs Islington LA that they are unable to offer a place, parents will be informed of their right of appeal and which Islington schools have suitable vacancies.
31. Islington schools must keep SIMS up to date as vacancy information will be based on this data. On request from Islington MLA, schools will provide vacancy numbers. This will ensure Islington MLA maintains an overview of pupil numbers and vacancies across the borough so that any unplaced children can be allocated a suitable school place quickly.
32. Islington schools not transferring their data directly to Islington LA via the 'B2B' link will provide admission and vacancy information as requested by Islington MLA.
33. Applications from children resident outside Islington will be processed in accordance with the Home LA's arrangements.
34. Similarly, Islington residents wishing to apply for a school in another MLA will be advised of how to do so. Islington HLA will work with other London authorities to ensure these pupils are tracked from receipt of the application to the offer of a school place.

35. Where it is not possible to offer an Islington resident one of their preferred schools, Islington LA will allocate a suitable Islington school place within 20 school days of receiving the application. Applicants will also be advised of their right of appeal.

➤ **OFFERS**

36. Islington schools will send out their own offer (**Schedule F**) or no offer letter (**Schedule G**) using the templates provided as a guide and provide Islington LA with a copy.

37. Islington MLA will aim to share the outcome of an application for one of its schools with the HLA within 10 school days of receiving the data. Where it is clear to Islington that no vacancy exists for the child, Islington MLA will inform the HLA as soon as possible after receipt of the application data. If it has not been possible to make a decision within 10 school days, Islington MLA will undertake to send details of the outcome of an application for one of its schools to the HLA as soon as a decision is made, but within 20 school days of receiving the application data.

38. Where it has not been possible to share the outcome of an application for an Islington school within 10 school days of receiving the data, Islington MLA understands that the HLA may send an outcome letter advising the parent that a decision has not yet been made in respect of an Islington school.

39. Where Islington HLA has not received an outcome for a school within another MLA, Islington as HLA, will case manage that application to ensure that no unplaced child is left without a school place.

40. Where a parent moves from one HLA to another after submitting an application, the previous HLA will pass responsibility to the new HLA which, once it is satisfied that the applicant has moved into its area, will accept responsibility for that applicant.

➤ **POST OFFER**

41. Islington schools/HLA will request that resident parent/s accept or decline the offer of a place within two weeks.

42. Where a parent does not respond within this timeframe and the application is for an out of borough school, schools (or Islington HLA) will make every reasonable effort to contact the parent directly or via the MLA.

43. Only where the parent fails to respond and schools (or Islington HLA) can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn.

44. Where a parent resident in Islington accepts or declines a place in a school maintained by another LA, Islington HLA will forward the information to the MLA as soon as it is received.

45. For school to school transfers between Islington schools that do not require a house move, or where there is no need for an immediate move, Islington schools will be able to defer admission to the next half term if both head teachers agree that this is in the child's best interest.

46. Islington MLA will aim to inform the HLA whether a child offered a place at a school in its area has been placed on roll at the school within 5 working days of being placed on roll.

47. Islington MLA will notify the HLA of any appeals that are upheld for Islington schools.

➤ **WAITING LISTS**

48. Islington schools will hold waiting lists in the published criteria order and provide a copy for the Islington MLA.

49. Where a place is available to be offered from the waiting list to a child resident in another LA, schools will make the offer and inform Islington MLA who will liaise with the HLA.

50. Where Islington HLA is informed that another MLA is able to offer a place from the waiting list to one of its residents, it will track the pupil from offer to admission.

51. Children will remain on the waiting list of Islington schools for one term. After this period, all waiting lists will be cleared. Applicants wishing to remain on the waiting list after this point will need to submit a fresh application for the school in question using Islington's [In-Year Application Form](#).

➤ **TIMING OF ADMISSION**

52. For school to school transfers from one Islington school to another that do not necessitate a house move or an immediate start at a new school (as agreed by both head teachers), admission can be deferred to the start of the next half term as follows:

**SCHOOL TO SCHOOL TRANSFERS BETWEEN ISLINGTON SCHOOLS NOT REQUIRING A HOUSE MOVE OR IMMEDIATE START**

Application date	Admission date
June-August	Start of the Autumn Term
September-October	First week after October Half Term
November-December	Start of the Spring Term
January-February	First week after February Half Term
March-April	Start of Summer Term
May	First week after May Half Term

53. When a child leaves an Islington school, schools should ensure they follow Islington's procedures for removing pupils safely from roll, including updating SIMS with the named destination and completing the **LA Pupil Deletion Notification** or **Missing Pupil Alert** as appropriate. For further information please email [in-year@islington.gov.uk](mailto:in-year@islington.gov.uk).

54. When a child joins an Islington school, schools should ensure they notify the School Admissions team **within 5 school days** either via the direct transfer of pupil data to

the LA or by completing a **New Starter Notification**. For further information please email [in-year@islington.gov.uk](mailto:in-year@islington.gov.uk)

55. The pupil's CTF and main school file should be transferred swiftly to the new school, in line with local guidance. This is particularly important for pupils subject to a child protection plan or who have a separate child protection file. This file must be transferred **within 5 school days** of the pupil starting at the new school in line with guidance issued by Islington Council. For more information, please email [in-year@islington.gov.uk](mailto:in-year@islington.gov.uk)

➤ **FAIR ACCESS ADMISSIONS**

56. Islington residents deemed to have challenging behaviour will be admitted to an Islington school under Islington's Fair Access Protocol by the Primary and Secondary Securing Education Boards which meet approximately once a month.

57. The Securing Education Boards determine whether pupils should be admitted under Islington's Fair Access Protocol and which schools should be allocated.

58. All schools and academies must take part.

59. Schools are allocated on a 'fair share' basis to ensure equity across all Islington schools and academies and not just those with vacancies.

60. Where possible parental preference is accorded but cannot always be guaranteed.

61. Schools allocated pupils under the Fair Access Protocol may, in some circumstances be provided with additional resources to support the pupils' reintegration.

62. Admissions will be scrutinised by the Primary and Secondary Securing Education Boards to ensure the Fair Access Protocol is being applied equitably.

63. Where schools are approached for a place and believe the application should be considered under Islington's Fair Access arrangements, the case should be referred to the Senior Officer, Children Out of School without delay to ensure the child does not go missing from the system.

➤ **CHILDREN OF UK SERVICE PERSONNEL (UK ARMED FORCES)**

64. For families of service personnel with a confirmed posting in Islington LA, or crown servants returning from overseas to live in Islington LA, we will:

- allocate a place in advance of the family arriving in Islington provided the application is accompanied by an official letter that declares a relocation date and a Unit postal address or quartering area address;
- describe Islington's arrangements for the admission of children of UK Service Personnel in our composite prospectus/admissions brochure;
- ensure our arrangements do not disadvantage service children through an annual review of existing procedures.

65. Applications will be processed in line with Islington's school admissions procedures as described above.

66. Where possible, a place will be offered at the applicant's highest preferred school as listed on the application form.

67. Where it is not possible to offer a place at one of the preferred schools, a place will be allocated at the child's nearest Islington community school with a vacancy and the family offered the right of appeal.
68. The allocated place will be held open for a period of up to two school terms in advance of the family's move to the UK. This may be extended in individual circumstances.
69. The child will be placed on the waiting list for any higher preference school than the one offered as described above.

➤ **CHILDREN OUT OF CHRONOLOGICAL YEAR GROUP**

70. Islington MLA's policy is that every child should be taught in their chronological year group, although it is acknowledged that in exceptional circumstances placing children out of chronological year group may be in the child's best interests.
71. Parents may seek a place for their child outside of their normal age group, for example, if the child is gifted and talented or has experienced problems such as ill health.
72. Placing children out of chronological age group is ultimately a matter between the school and parents. For any child with special educational needs however, the expectation is that advice will be sought from any outside specialists involved with the child.
73. A decision regarding a child with an Education, Health and Care Plan (EHCP) must be referred to the HLA via the SEN Annual Review process. In the event that the HLA determines that the child should be taught out of chronological year group the EHCP will be amended accordingly.
74. Parental requests for children to be placed out of chronological year group must be put in writing to the head teacher.
75. The head teacher must provide a written response outlining the reasons for the decision. The decision will be binding on all other schools for which the MLA is responsible. In cases where it is agreed, it should never be more than one year below or above their chronological age.
76. Although parents have a statutory right to appeal against the refusal of a place at a school for which they have applied, the right does not apply if they are offered a place at the school but it is not in their preferred age group.

## **Schedule E: Proposed Online In-Year Application Form: 2022/23**

### **CHILD DETAILS**

First name

Last name

Gender

Address

Postcode

Is your child currently looked after (LAC) or previously looked after (PLAC) by a Local Authority? e.g. Foster Care

Does your child have an Education Health Care Plan?

Is your child currently living in the UK?

### **PARENT'S/CARER'S DETAILS**

Title

First name

Surname

Telephone number - Home

Email address

Postcode

Relationship to child

Do you have parental responsibility for this child?

If no, is this child subject to a Private Fostering arrangement?

Are you a member of the Armed Forces or a Crown Servant applying for a school place as a result of a posting?

### **SCHOOL INFORMATION**

What is the name of your child's current or most recent school?

What is the address/postcode of this school?

Is your child still attending this school?

Child's year group

Please state which school you wish to apply for:

Does your child have brothers or sisters living at the SAME ADDRESS currently attending the school you are applying to?

Have you discussed your reasons for wanting to move your child to a different school with the Head Teacher or Head of Year at your child's current school?

### **FAIR ACCESS**

Is your child known to the police or is returning from the criminal justice system?

Has your child been out of education for two months or more?

Is your child Gypsy, Roma, Traveller, Refugee, Asylum seeker?

Is your child Homeless?

Is your child a Young Carer?

Has your child been permanently excluded or is at risk of permanent exclusion?

Does your child have Special Educational Needs, disabilities or medical conditions (but without an EHCP)?

Is your child aged between 14 and 16 and English is not your child's first language (please give the first language below)?

Are you applying to this school for social/medical reasons?

**DECLARATION**

I confirm that the information I have provided on this form is correct.

I understand that you may request further evidence to verify the information provided.

I understand that this information may be shared in accordance with the privacy notice below.

**ADDITIONAL INFORMATION**

Child's date of birth

Date child moved to UK

Date child last attended previous school

## Schedule F: Proposed In-Year Offer Letter

### **PRIVATE & CONFIDENTIAL**

Parent name and address

Date

Dear [Parent's name]

### **OFFER LETTER**

Thank you for your application for a place at [School Name]. I am pleased to inform you that we are able to offer [Child's Name] a place at our school.

#### **Accepting the offer of the school place**

It is important that you confirm as soon as possible that you wish to accept a place at our school. Please complete the reply slip below and return it by [Deadline Date]. If you do not accept the place by this deadline, we may withdraw the offer.

Once your acceptance is received, we will contact you to provide further information about our joining arrangements.

#### **Sibling applications**

If you have any other children applying for a place at this school, please inform us immediately so we can prioritise their application as a sibling.

I look forward to receiving your acceptance.

Yours sincerely

Head teacher / Principal  
Cc. Islington School Admissions Team

**REPLY SLIP**

Please return this form by [deadline date] to:

CONTACT NAME  
SCHOOL NAME AND ADDRESS  
CHILD'S FULL NAME

*Please choose as appropriate:*

- I wish to accept a place for my child at your school
- I do not wish to accept a place for my child at your school

Parent signature .....

Date .....

Daytime contact number .....

Please return this form by [deadline date] to:

## Schedule G: Proposed In-Year No Offer Letter

### PRIVATE & CONFIDENTIAL

Parent name and address

Date

Dear [Parent's name]

### NO OFFER

Thank you for your application for a place at [School Name]. I am sorry to inform you that it was not possible to offer [Child's Name] a place at our school as the relevant year group [Year X] is currently full. If you would like further information about this, please do feel free to contact me.

### Waiting list

[Child's Name] has been placed on our waiting list, and will remain on the waiting list until the end of the Autumn/Spring/Summer Term (*delete as appropriate*). Children on the waiting list will be ranked in the following order, in line with our published admission criteria: (*applies to community schools only*)

- 1. Looked-after and previously looked after children:** Children who are in the care of a local authority in England and children who have been adopted or made subject to a child arrangements order or special guardianship order immediately after being looked-after by a local authority in England
- 2. Siblings**
- 3. Exceptional medical, social or special educational needs**
- 4. Distance**

Distance will be used as a tiebreaker for over-subscription criteria 1- 3 or 1-4 (primary admission).

For full details of our admissions policy, please see <https://www.islington.gov.uk/children-and-families/schools/apply-for-a-school-place/school-admissions-information> and click on the relevant determined admission arrangements.

Please note that all offers will be made in strict accordance to our published admission criteria, and that your child's waiting list position can go down as well as up. Should a place become available for your child at our school then we will contact you immediately.

### Appeals

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any school for which you have applied. If you wish to appeal for an Islington community school place please complete the online appeal form [for own admission authority schools state where an appeal form can be obtained]. Alternatively, please ring the Islington School Admissions team on 020 7527 5515.

**The outcome of your appeal will not be influenced by the acceptance of a place at an alternative school.** If you have any further queries, then please do not hesitate to contact me.

Yours sincerely

Head teacher / Principal

Cc. Islington School Admissions Team

## **Appendix 8: Proposed In-Year Admission Criteria to Islington Community Schools: 2022/23**

Applicants with an Education, Health and Care Plan (EHCP) will be admitted (via the SEN process as outlined in Section 324 of the Education Act 1996) to the school named in the EHCP. In the event of over-subscription to a community primary or secondary school, the following criteria will be applied in the order listed below:

- 1) **Looked-after and previously looked after children:** Children who are in the care of a local authority in England and children who have been adopted or made subject to a child arrangements order or special guardianship order immediately after being looked-after by a local authority in England.
- 2) **Siblings:** A sibling is defined as a brother or sister, half brother or sister, step brother or sister or adopted brother or sister whose main residence is at the same address. This criterion will apply to applicants with a sibling living at the same address who is on the roll of the preferred school (Years 7 to 11) at the time of proposed admission in the new academic year.
- 3) **Exceptional Social, Medical or Special Educational Needs:** The Director of Children's Services, on an individual basis, may give priority to applicants who can demonstrate that admission to a particular school is necessary on the grounds of professionally supported *exceptional* medical, social or special educational needs. Parents must supply details of any such special factors at the time of the original application (together with recent supporting documentation) to enable these factors to be considered.
- 4) **Distance:** Applicants who live nearest to the preferred school. Nearness to the school will be determined by a computerised mapping system using a straight line distance measurement. Routes will be calculated from the home address, including flats (as defined by the Land & Property Gazetteer) to the midpoint of the school grounds (as determined by Islington Local Authority).

Distance will be used as a tiebreaker for over-subscription criteria 1- 4.

**Multiple Births:** If only one place is available at the school and the next child who qualifies for a place is one of multiple birth siblings, or has a sibling in the same year group, we will ask community schools to admit the siblings and go over their published admission number to support the family. For KS1 children, schools will admit the siblings and go over their published admission number to support the family as required by the School Admissions Code 2014<sup>3</sup>. These children will be deemed as 'excepted' pupils under KS1 class size legislation.

**Tie Break:** If only one place is available and two or more families live an equal distance from the school or tie within any of the other criteria, then the allocation of that place will be determined by random allocation using a computerised system.

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<sup>3</sup> 2.15 Infant class size - ..... excepted children are: g) children whose twin or sibling from a multiple birth is admitted otherwise than as an excepted pupil;

## **Appendix 9: Proposed Islington Sixth Form Consortium Admissions Policy and Criteria: 2022/23**

All applicants must register their interest to attend the consortium in the Spring Term. Students who apply before the published deadline will be contacted to attend a meeting at one of the Consortium schools to provide advice on options and entry requirements for particular courses. This information is also available from the Islington Sixth Form Consortium Prospectus.

In the event that there are more applications than places available, the following oversubscription criteria will apply:

1. **Looked-after and previously looked after children:** Children who are in the care of a local authority in England and children who have been adopted or made subject to a child arrangements order or special guardianship order immediately after being looked-after by a local authority in England
2. **Students in Year 11 who attend one of the following four feeder schools** (Central Foundation Boys School, City of London Academy Highbury Grove, City of London Academy Islington and Highbury Fields School) who meet the entry requirements for their chosen course.
3. **External applicants** who meet the entry requirements for their chosen course.

In the event of more applications than places available within any criterion, the tiebreaker will be distance.

Final offers of a place on a specific course for all students will be conditional on attendance at Enrolment Day in August, induction in September (or prior notification of justifiable absence) and actual GCSE results. Students who are not offered a place will be offered the right of appeal.

The Consortium maintains the right to withdraw a publicised course if the number of students is insufficient.

The Consortium maintains the right to review and change the admissions policy.

**Appendix 10: Islington Sixth Form Consortium Proposed Admission Numbers  
(External Applicants) 2022/23**

<b>Admission number for external applicants at Year 12</b>	<b>PAN 2021/22</b>	<b>Proposed PAN 2022/23</b>
Central Foundation Boys School	25	25
City of London Academy Highbury Grove	25	25
City of London Academy Islington	25	25
Highbury Fields School	25	25
<b>TOTALS</b>	<b>100</b>	<b>100</b>

## Appendix 11: Admissions Consultation 2022/23 Summary of Responses

### Respondents

Primary	4	<ul style="list-style-type: none"> <li>Associate Head teacher, Winton and Hugh Myddelton Primary Schools</li> <li>Head teacher, Copenhagen Primary School</li> <li>Head teacher, Pooles Park Primary School</li> <li>Head teacher, Highbury Quadrant Primary School</li> </ul>
Secondary		N/A
School Federation	1	Senior Business Manager, Islington Futures Federation
<b>TOTAL</b>	<b>5</b>	

### • SECONDARY SCHOOL ADMISSIONS - CO-ORDINATED SCHEME FOR 2022/23

Question 1: **Do you agree the proposed Secondary scheme and timetable as set out in Appendix 1?**

<b>YES</b> <b>4</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>1</b>
<b>Comments</b> N/A		

**Question 2:** Do you agree the proposed Secondary criteria as set out in **Appendix 2?**

<b>YES</b> <b>4</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>1</b>
<b>Comments</b> N/A		

**Question 3:** Do you agree the proposed Secondary admission numbers as set out in **Appendix 3?**

<b>YES</b> <b>4</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>1</b>
<b>Comments</b> N/A		

• **PRIMARY SCHOOL ADMISSIONS – CO-ORDINATED SCHEME FOR 2022/23**

**Question 4:** Do you agree the proposed Primary scheme and timetable as set out in Appendix 4?

<b>YES</b> <b>5</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>0</b>
<b>Comments</b> N/A		

**Question 5:** Do you agree the proposed Primary criteria as set out in Appendix 5?

<b>YES</b> <b>5</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>0</b>
<b>Comments</b> N/A		

**Question 6:** Do you agree the proposed Primary admission numbers as set out in Appendix 6?

<b>YES</b> <b>5</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>0</b>
<b>Comments</b> I am responding in relation to Pooles Park in my capacity as head teacher. The Chair of Governors and myself agree to the change of PAN at Pooles Park from 60 to 45 from 2022/23.		

• **LOCAL PROTOCOLS FOR THE MANAGEMENT OF IN-YEAR ADMISSIONS AND WAITING LISTS FOR 2022/23**

**Question 7:** Do you agree the local protocols for in-year admissions set out in Appendix 7?

<b>YES</b> <b>4</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>1</b>
<b>Comments</b> N/A		

**Question 8:** Do you agree the proposed in-year admission criteria set out in Appendix 8?

<b>YES</b> <b>4</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>1</b>
<b>Comments</b> N/A		

- **ADMISSION ARRANGEMENTS TO ISLINGTON SIXTH FORM CONSORTIUM FOR 2022/23**

**Question 9:** Do you agree the proposed admission arrangements and criteria for the Islington Sixth Form Consortium 2022/23 as set out in **Appendix 9**?

<b>YES</b> <b>4</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>1</b>
<b>Comments</b> N/A		

**Question 10:** Do you agree the proposed admission numbers to Islington Sixth Form Consortium for 2022/23 as set out in **Appendix 10**?

<b>YES</b> <b>4</b>	<b>NO</b> <b>0</b>	<b>NO RESPONSE</b> <b>1</b>
<b>Comments</b> N/A		

# **Resident Impact Assessment**

## **Initial Screening and full assessment template**

### **Contents**

Click to navigate to sections

1. [Introduction and context](#)
2. [Initial Screening](#)
3. [The proposal](#)
4. [Equality Impacts](#)
5. [Socio-economic, safeguarding and Human Rights impacts](#)
6. [Summary: key findings of the RIA](#)

## 1. Introduction and context

A Resident Impact Assessment (RIA) is a way of systematically and thoroughly assessing policies against the Council's responsibilities in relation to the Public Sector Equality Duty, Human Rights and Safeguarding.

Once completed, the RIA will:

- ▶ Describe the new or changed policy, function, procedure, service activity or financial decision, its intended purpose and how it will be implemented.
- ▶ Identify whether the proposal needs a full Resident Impact Assessment (RIA).
- ▶ Detail which residents are expected to be affected by the policy and the expected impact in relation to:
  - The Public Sector Equality Duty,
  - Safeguarding responsibilities; and
  - Human Rights legislation, specifically with regard to Article 3 (Inhuman Treatment) and Article 8 (Right to Private Life).
- ▶ Identify evidence, such as data, research and consultation, used to predict the impact of the proposal.

Now complete the **Initial Screening** form below to find out whether a full RIA is required for the proposal under consideration.

- ▶ Identify options for addressing issues raised by the assessments.

## 2. Initial Screening

Please enter your responses in the space provided (the text boxes will expand as necessary):

- 
- |  |  |
|--|--|
| a) Title of new or changed policy, procedure, function, service activity or financial decision being assessed: | <b>School Admission Arrangements<br/>2022/23</b> |
| b) Department and section:   | <b>Pupil Services, School Admissions</b>         |
-

c) Name and contact details of assessor:	<b>Gabriella Di-Sciullo</b> <b>Head of Admissions and Children Out of School</b> <b>gabriella.di-sciullo@islington.gov.uk</b> <b>020 7527 5779</b>
d) Date initial screening assessment started:	<b>24/11/20</b>
e) Describe the main aim or purpose of the proposed new or changed policy, etc. and the intended outcomes:	<p><b>To ensure admissions to Islington community schools are administered objectively and fairly in accordance with mandatory regulations set out in the School Admissions Code 2014.</b></p> <p><b>All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school. Admission arrangements are determined by admission authorities, and Islington Council the admission authority for all Islington community schools.</b></p> <p><b>Admission authorities must act in accordance with the School Admissions Code, published by the Department for Education, and relevant human rights and equalities legislation.</b></p> <p><b>If a school is not oversubscribed, all applicants must be offered a place. The admission authority must set out in their arrangements the criteria against which places will be allocated when there are more applications than places available (oversubscription criteria).</b></p> <p><b>Oversubscription criteria must be reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation.</b></p> <p><b>Arrangements must not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group, or a child with special</b></p>

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**educational needs or a disability.**

**Admission arrangements must not:**

- **place any conditions on application other than those in the published arrangements;**
- **give priority to children on the basis of any practical or financial support parents may give to the school;**
- **give priority to children according to the occupational, marital, financial or educational status of parents applying;**
- **interview children or parents;**
- **request photographs of a child for any part of the admissions process.**

- 
- f) Can this proposal be considered as part of a broader Resident Impact Assessment? **No**  
For example it may be more appropriate to carry out an assessment of a divisional restructure rather than the restructure of a single team.

- 
- g) Are there any negative equality impacts as a result of the proposal? Please complete the table below:

Select **Yes**, **No** or **Unknown** by clicking on the 'Choose an item' boxes below and enter text in the text boxes in the right-hand column:

Protected characteristics	1. Will the proposal discriminate?	2. Will the proposal undermine equality of opportunity?	3. Will the proposal have a negative impact on relations?
Age  <b>School Admissions are administered by chronological age to ensure pupils are admitted to the correct year group.</b>	<b>No</b>	<b>No</b>	<b>No</b>
Disability <b>Children with Special Educational Needs or Disability (SEND) may be considered for priority admission under published arrangements</b>	<b>No</b>	<b>No</b>	<b>No</b>
Gender reassignment <b>Children undergoing gender reassignment can select the gender they identify with when completing an application form</b>	<b>No</b>	<b>No</b>	<b>No</b>  <b>However, for safeguarding purposes it may be necessary for a risk assessment to be carried out where a male undergoing gender reassignment to a female applies to a single-sex girls' school. Historic evidence suggests that applicants are open about sharing information about gender reassignment.</b>
Marriage and civil partnerships <b>The School Admissions Code prohibits admission authorities from seeking information on marital status</b>	<b>No</b>	<b>N/A</b>	<b>N/A</b>

Protected characteristics	1. Will the proposal discriminate?	2. Will the proposal undermine equality of opportunity?	3. Will the proposal have a negative impact on relations?
<p>Race</p> <p><b>The School Admissions Code prohibits admission authorities from seeking information on race or ethnicity at application stage. This information is however collected following the pupil's admission for the purposes of identifying underperforming groups</b></p>	<b>No</b>	<b>No</b>	<b>No</b>
<p>Religion/belief</p> <p><b>Faith schools are able to prioritise applicants on the grounds of religion in line with their published admission arrangements under general exemptions of the Equality Act 2010.</b></p>	<b>No</b>	<b>No</b>	<b>No</b>
<p>Pregnancy and maternity</p> <p><b>Islington schools are expected to admit pregnant pupils and afford any due entitlements outlined in the Equality Act 2010.</b></p>	<b>No</b>	<b>No</b>	<b>No</b>
<p>Sexual Orientation</p> <p><b>The School Admissions Code prohibits admission authorities from seeking information on sexual orientation at application stage. This information may however be collected following the pupil's admission for the</b></p>	<b>No</b>	<b>No</b>	<b>No</b>

Protected characteristics	1. Will the proposal discriminate?	2. Will the proposal undermine equality of opportunity?	3. Will the proposal have a negative impact on relations?
<b>purposes of identifying underperforming groups</b>			
Sex/gender  <b>Where a school is single-sex, only applicants of that sex can apply as exempt under general exemptions of the Equality Act, 2010</b>	<b>No</b>	<b>No</b>	<b>No</b>

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h) Please list any opportunities in the proposal for advancing equality of opportunity for any of the protected characteristics.

**All Islington schools are expected to meet the needs of children and families with protected characteristics.**

**The Local Authority has published an 'Advice, Guidance and Expectations' document for schools about their responsibilities towards children with SEND. A range of outreach services are available to provide advice and challenge to schools to ensure the needs of children with disabilities are met. Information is included in Islington's annual composite prospectus for parents regarding schools' accessibility arrangements to enable parents to make an informed choice about the most suitable school for their child.**

**Children with exceptional social or medical needs, including a disability can be prioritised for admission to a particular school under Islington's exceptional 'social/medical' criterion if professionally supported evidence demonstrates that their needs are exceptional and can only be met by a specific school. Outside the normal admission round, children without a school place who also have a disability can be prioritised for admission under Islington's Fair Access Protocol.**

**School Admission for children with a statutory Education, Health and Care Plan is dealt with outside of these arrangements.**

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- |  |   |
|--|---|
| i) Please list any opportunities in the proposal for fostering good relations for any of the protected characteristics.  | <b>Islington School Admissions arrangements comply with all the mandatory provisions of the School Admissions Code which ensure a clear, fair and objective process that fosters good relations between groups with protected characteristics. Once determined, the admission arrangements are published on the LA's website and objections can be raised with the Schools Adjudicator providing a further opportunity for public scrutiny.</b> |
| j) Is the proposal a strategy that lays out priorities in relation to activity and resources and likely to have a negative socio-economic impact on residents? | <b>No</b>   |
| k) Do you anticipate any Safeguarding risks as a result of the proposal?   | <b>No</b>   |
| l) Do you anticipate any potential Human Rights breaches as a result of the proposal?  | <b>No</b>   |

**If you identified any impacts under (g) and/or listed any opportunities in (h) or (i) and/or answered Yes to questions (j), (k) or (l) you will need to complete a full RIA – go to Section 3 below**

**From the information given above and from the best of my knowledge there is no need to conduct a full Resident Impact Assessment of this proposal.**

<b>Staff member completing this form:</b> Signed: <b>Gabriella Di-Sciullo</b>	<b>Head of Service or higher:</b> Signed: <b>Candy Holder</b>
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**If you did not, you do not need to complete a full RIA. Sign below and also obtain a signature from a Head of Service or higher.**

Date: <b>24/11/20</b>	Date: <b>25/11/20</b>
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**Report of: Chair of Environment & Regeneration Scrutiny Committee**

Meeting of	Date	Ward(s)
Executive	11 February 2021	All

Delete as appropriate		Non-exempt
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**Subject: Behavioural Change – Findings of the Environment & Regeneration Scrutiny Committee**

**1. Synopsis**

- 1.1 This report requests that the Executive receive the recommendations of the Environment & Regeneration Scrutiny Committee following the completion of its review into Behavioural Change. A response to the recommendations set out in the report will be considered at a future meeting of the Executive.

**2. Recommendations**

- 2.1 That the report of the Environment & Regeneration Scrutiny Committee be received.
- 2.2 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 Environment & Regeneration Scrutiny Committee’s recommendations.

**3. Background**

In September 2019 the Environment & Regeneration Scrutiny Committee commenced a review of how to influence behaviour change of both businesses and residents in the borough. This has become particularly relevant especially in light of Council’s aim of achieving its net zero carbon target by 2030.

#### **4.1 Financial Implications**

The proposals in the report need to be costed before a response is made by the Executive.

#### **4.2 Legal Implications**

Relevant legal implications will be considered as part of the response to the review.

#### **4.3 Environmental Implications**

There are no environmental implications at this stage. Any environmental implications will be identified as part of the Executive Member response.

#### **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.

The Committee has had regard to any equalities implications and resident impacts identified by witnesses during the course of the review. Details of any such implications are set out in the appended report. A Resident Impact Assessment has not been completed as the Executive is only asked to receive the report at this stage. The impact on residents will need to be fully considered as part of the Executive Member response to the review, at which point a Resident Impact Assessment will be completed if required.

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

- 5.1 The Committee recognises the urgency to influence human behaviour especially with its impact on not only the environment, but the health and well-being of residents. The Committee noted that although the Council has over the years introduced a number of initiatives to influence human behaviour in certain areas such as recycling and limiting car use, members believe more needs to be done by the Council beyond just providing the necessary infrastructure.
- 5.2 The review has recommended that among a number of things listed in the report that at this stage an appropriate external organisation be commissioned to identify which areas of the Council services to pilot so as to measure the effectiveness of behaviour changes.

#### **Appendices:**

- Report of the Environment and Regeneration Scrutiny Committee

#### **Background papers:** None

Report author: Ola Adeoye, Senior Democratic Services Officer

Tel: 020 7527 3044

E-mail: [Olayiwola.Adeoye@islington.gov.uk](mailto:Olayiwola.Adeoye@islington.gov.uk)

## **Behavioural Change/Science**

# **FINAL REPORT OF THE ENVIRONMENT & REGENERATION SCRUTINY COMMITTEE**



**London Borough of Islington  
November 2020**

## **CHAIR'S FOREWORD/EXECUTIVE SUMMARY**

The key to achieving Islington's 2030 carbon-neutral target ultimately lies in changing behaviour. The Council needs to consider longer-term goals in achieving this, however shorter-term measures proposed in our recommendations will enable the Council to start the process of achieving these aims

The Council therefore needs to understand, and comprehensively adopt, an assessment of users' behaviour, and the monetary or psychological incentives to change such behaviours, if necessary

The Committee is of the view that all relevant Environment and Regeneration services, which require citizens in the borough to change their behaviour, such as recycling, should be delivered using evidence-based behaviour science.

Adopting behavioural change in environmental services is about an effective uptake of council services, that in the long-term could frequently save money for the borough, promote good behaviour, and result in indirect savings in other departmental services. This could involve more active travel, cleaner shared space, and cleaner private spaces, and less anti-social behaviour as there are costs in health care, street cleaning, and officer time spent on patrolling streets

Behavioural change campaigns would involve reviewing the way services are designed and delivered to residents in line with 'East' principles (easy, attractive, social and timely) providing the appropriate 'kit' (e.g. brown boxes for household waste). (e.g. brown boxes for household waste) . It may also involve a strategy to encourage and promote the desired behaviour (an appropriate and effective mix of social media, targeted/untargeted e-mails, door knocking, street-signs, letters delivered, press campaigns etc.), and the wording on the communications material.

The Committee is of the view that the Council could often make it easier for behavioural change to occur, such as in some instances of recycling on estates. Messages by leafletting, financial incentives, and general communication to residents should be looked at, together with appropriate investment in 'kit', with a view to changing behaviour and getting the right message across to residents. Behavioural change is about making things easier for residents, and this may require investment in the right 'kit' to enable them to do this. Effective messaging and providing the right equipment, in order to enable the residents to effect change is key

The Committee believes that by achieving methods that result in behavioural change is not simple or easy. It requires tailoring communications to the audience. It can be counter-intuitive, and successful results in terms of the behavioural change can sometimes be in the order of 5% or 10%, rather than a dramatic 40%

The ultimate aim of the scrutiny is that its findings, recommendations, and the outcomes of such recommendations may act as guide to other directorates, to encourage them to build behaviour change methods into the design of their services and to improve the delivery of services.

Ultimately, the aim is that service design and supporting communications, especially those aiming to achieve the Borough's 2030 carbon neutral target, will be evidence based. The council should consider investing in developing behaviour change expertise to support delivery of services – possibly within the corporate communications team. The evidence from the scrutiny is that this could be self-financing, with development costs recouped from successful behaviour change projects. There is a need for evidence and lessons learnt in any trials to be disseminated effectively amongst appropriate staff to understand the processes necessary to change behaviour.

The Committee is of the view that an introductory pilot/s of a selection of Environment and Regeneration Services should be carried out in order to assess the effectiveness of behaviour change. The report suggests adopting a 'trial and error' approach, as the evidence suggests behavioural change solutions are not 'one size ' fits all for all Boroughs, and ideally this unit should be experts in the field

The Committee is of the view that behavioural change can be used to influence achieving the Council's Net Zero Carbon strategy by 2030, and to achieve the target of 36% reduction in the Recycling, Waste Reduction by 2025. Work is already taking place on setting specific and detailed targets for each part of the Net Zero Carbon strategy

There are funding opportunities available to address tackling environmental issues and behavioural change projects are eligible e.g. tackling air pollution Mayors Air Quality Fund can fund a behavioural change pilot that looks at improving cycling uptake and reduce cycling on pavements. There will also be the need for some initial 'pump prime' funding to be provided to enable the pilot/s to be initiated

## **DRAFT RECOMMENDATIONS SCRUTINY REVIEW – BEHAVIOURAL CHANGE**

That the Executive be recommended, with a view to supporting the effective implementation of the Council's Zero Carbon strategy –

- a)** That given the success in a number of other Local Authorities of effective behavioural change being implemented, an appropriate organisation be engaged to undertake a pilot/s project to investigate the provision of applying behavioural change. The pilot project/s should be developed to support the Council's Net Zero Carbon strategy action plan. The pilot project/s should be determined by the Director of Environment and Regeneration, in consultation with the Chair/Vice Chair of the Committee, Executive Member Environment and Members of the Committee
- b)** That all council departments should consider how behavioural change can support the delivery of council priorities and desired outcomes and ensure a cross departmental approach to any future behavioural change progress and projects
- c)** That appropriate 'pump prime' funding be made available for the behaviour change programmes in order to support the development of specific behaviour change trial projects in support of the New Zero Carbon Strategy. Whilst this funding has not yet specifically been identified it is noted that the Director of Environment and Regeneration is working on this, and appropriate funding should be put in place
- d)** That following the completion of the pilot project, an analysis take place of the effectiveness of the project, and the results submitted to the Environment and Regeneration Committee within six months for review with a view to promoting further work on behavioural change within the Council.
- e)** That a key element of commissioning and appropriate organisation(s) includes the transfer of knowledge, expertise and tools to within the Council to enable future capacity and skills within services and corporately e.g. within the strategy and change unit.
- f)** That, in conjunction with recommendation a) above, an appropriate organisation be engaged to undertake a pilot project to investigate the provision of applying behavioural change techniques to support the implementation of the net zero carbon strategy and as part the council's communications to specific cohorts of residents.

- g)** That consideration be given to a more localised approach to communications that can target messages to specific cohorts of residents , rather than more generic messages that are often not as effective as they could be
  
- h)** That the Council seek funding opportunities to support the pilot and long-term implementation of behavioural change activities e.g. funding from Government, Mayor of London, other organisations, the LGA etc. The Government is supportive of behavioural change approaches, and the Mayor of London and other organisations have various funds that support tackling environmental issues and behavioural changes

## **Scrutiny Review – Behavioural Change**

The aim of the review is to consider ways to change behaviours of both individuals, and organisations/businesses in all areas of activity that will help Islington Council achieve its 2030 environmental targets.

### **Evidence:**

The review ran from September 2019 to November 2020, and evidence was received from a variety of sources:

### **Witnesses:**

Presentation from Islington's Communications Team.

Presentation on Behavioural Science from Professor Ivo Vlaev of Warwick University and Amy Jones of Ernst Young LLP.

Presentation received from Debbie Crossan and Geoff Hinks, IMPOWER

### **Objectives:**

To consider suggestions that help Islington Council achieve its environmental targets

### **Summary of Findings:**

Accessibility to data and developments in psychology, (for example in the popular work of Daniel Kahneman who has won Nobel Prizes in both economics and psychology), has led to a lot of interest from Government. At one point the Government had its own Nudge unit. The phrase Nudge Economics was invented by two US Academics – Thaler and Sunstein

Human behaviour greatly affects wealth, the environment and society. Importantly in light of the current climate of financial insecurity, IT adds another layer of complexity and challenge. The Committee noted that unhealthy behaviours like smoking, obesity, and healthcare associated infections, are related to the choices people make

The realisation of the need to influence behaviour change in all aspects of society has resulted in institutions and government applying behavioural insights into public policy around the world

The art of influencing behaviour is nothing new, and has been around for quite a while, for example coercion. However what is new in recent years has been identifying how best to do it. Recent research in behavioural science indicates that approaches based on information and education do not actually work that well, but people are influenced in remarkably similar ways by the framing of a decision, and by subtle contextual factors which are fast, automatic and largely unconscious

Applying behavioural science has resulted in improving health outcomes, for example the dramatic fall in levels of smoking across adults in the UK, although this has not been in the case of the poorest members of the society. There is a recognition that behaviour changes of smokers is due to a combination of factors, such as price rises, social marketing campaigns, and public smoking bans

Three conditions are necessary and sufficient for the performance of a specified behaviour, the skills necessary to perform the behaviour, an intention to perform the behaviour, and no environmental constraints that make it impossible to perform the behaviour

With regard to capability, issues to consider are the level of knowledge, awareness and mental stamina in order to engage in understanding and reasoning. The question that needs to be addressed, is whether people will be able to understand the message, will they find it difficult to understand, and is there a role for tools to assist in understanding and reasoning

In terms of opportunity, the Committee were informed of the importance of having environmental infrastructure and technology in place, in order to support and sustain the behaviour, as there is clear evidence to confirm how people are affected by their environment

Studies have shown that motivation plays a key factor in people's behaviour, of which 80% is reflective, which is uncontrolled, emotional, effortless, fast and unconscious, and the remaining 20%, automatic which is controlled, rule based, slow, rational and conscious

Nudge theory or economics challenges previous theories and practices of addressing human behaviour. It recognises first that the environment has a big impact and questions what action can be taken about human irrationality. Nudge economics recognises that instead of telling people what to do, it needs to work with human nature to effect change

Nudge means pushing people gently, not shoving or forcing them, or persuading them into new and better behaviours, which would result in cost effective measures

The Committee were informed that the importance of the message is to impact behaviour change, there is a need for it to be timely and it is important who delivers the message, as people tend to respond to someone who is recognisable, hence the role of celebrities. Also social norms are relevant, for example sharing what others are doing goes a long way in changing behaviour

The Committee were also informed that offering options will not result in any significant change in behaviour, but by employing default techniques changes in behaviours can be seen, for example instead of offering resident's options of grey or green energy, default to the latter and everyone will take up that option. Employing this default technique has resulted in an uptake in pension schemes, and organ donations, and enrolment becomes automatic, whereas opting out will require a concerted effort

The Committee were informed of two cases when nudge theory had been applied, and had resulted in an improvement in better outcomes. The drawing of a fly on men's urinal at Amsterdam Airport had resulted in a significant decline in spillages on the toilet floor, and importantly cleaning cost. Another example shared with members was the decision by the highway authorities in Lake Shore, Chicago to paint narrow white lines on the road in an area notably for high levels of accidents. The decision to paint lines resulted in drivers unconsciously slowing down as they approached the hotspot, and a fall in car accidents

The Committee noted that Croydon's Behavioural Science Unit, the first in any local government across the country. The Unit's mission was to discover the root causes of problems in service delivery, design solutions with people in mind, and make the delivery of the service easier. Members were informed that whatever initiative designed it has to be evidence based, and trialled.

In over 2 years, 80 projects had been delivered by the Behavioural Unit (BU), and about 150 members of staff had been upskilled, resulting in lots of benefits and returns on investment

Members heard evidence of the approach employed by Croydon's Behavioural unit, whose sole aim was to improve the delivery of Croydon council services. The approach would require a mapping exercise for users, speaking with stakeholders, as they are aware of the various challenges, identifying biases, bottlenecks and opportunities and targeting behaviours. The result is to design something that addresses those behaviours and make it easier. This needs to be tested, and, if necessary amended, and improvements made. The final stage will be to implement and roll it out

Notable examples where behavioural insights approach was employed by the Unit was in addressing the failure of the Council to comply with the statutory deadline of 21 days with Children Looked After. In this instance it was noted that there was a high number of DNA appointments (Do not Attend), where young people failed to attend their appointments, which was costing the NHS £160 a day. The unit decided to make subtle changes to the invitation letter, inserting a map within the letter, and the time of appointment, and a tear off slip reminder. This subtle change resulted in a 50% drop in DNA appointments

Islington Council's Compliance Team continually engages the public reinforcing the messages of doing the right thing, especially with litter disposal or dog fouling. In addition, Members noted that the Street Environment Services Team had taken part in a successful trial for reducing the anti - social behaviour of chewing gum with a specialist Behaviour Change group. The campaign around transport hubs including Farringdon Station, and a high street bus stop, led to a reduction of gum littering by 48%

Waste enforcement remains an important function of the Compliance Team who carry out enforcement action, and campaigns, to reduce the anti- social problem of fly tipping. In addressing the issue of fly-tipping the efforts of SES, and the Compliance Team, has helped alleviate the issue around some problematic hot-spot locations across the borough

The Committee noted however that there is a financial cost to implementing change, and that behavioural change often needs reinforcement. The Committee noted however that many successful behavioural change projects fund themselves. There is funding available for tackling environmental issues, and behavioural change projects are eligible e.g. if tackling air pollution the Mayors Air Quality Fund could fund a behavioural change pilot that looks at improving cycling update and reduce cycling on pavements. Further funding opportunities are also available such as the LGA etc. However, our recommendations reflect that initially some 'pump prime' funding will need to be available initially

The Committee noted that behavioural change plays a key part when considering long-term goals, as this is an opportunity to build team skills in order to get a more long-term sustainable approach to effect change

The Committee were of the view that a more localised or segmented approach is adopted in certain areas, rather than a generic communications approach. The Committee therefore consider that consideration be given to whether a specific officer should be responsible in corporate communications to more effectively target residents. In addition, the Committee were of the view that where there are 'cross cutting' issues, there is a need for Communications and Departments to improve co-ordination to ensure effective messages is conveyed to residents. It will also be important to ensure that behavioural change techniques is shared amongst Council staff so that they are embedded in the organisation

The Committee also that COVID has provided the Government with an opportunity to effect behavioural change in a number of areas, and may also enable the Council an opportunity to effect behavioural change. This is evidenced by the wearing of 'face masks' before it was made compulsory. However, the message needs to be as simple as possible in order to communicate effectively

Political parties have used behavioural change science all the time. Rather than a blanket doorstep leafletting policy, or blanket social media, political parties have found it effective to target only those households/voters likely to vote for them, and then encourage their likely voters to go and vote. (Source – The Victory Lab, the Secret Science of Winning Campaigns -2012 an analytical description of use of data in Elections – a successful change in political method can result in a 5%-10% change). People are successfully encouraged to vote if they believe others will vote, rather than appealing to the sense of being a good citizen. This same appeal, as not being the odd one out has led to an increase of 15% in payment following non-payment of Council Tax and in Islington this has been used successfully for residents behind with their Council Tax.

The essence of most interventions is in principle to make things easier, however there are instances where the intervention is designed to make things harder, for example introducing wall climbers to prevent the painting of graffiti on walls.

The Committee received evidence of an example of a staircase with music being built into it to encourage people not to take the lift. In the control, the staircase had no music and was unused. However, in the Fun staircase with music, at a small extra cost, created behaviour change. In addition, the Committee are of the view that if half the borough is issued with for example food recycling bins and there is appropriate communication given about the bins, and 80% of residents take advantage of this, this is a better result than the whole borough getting recycling bins with no appropriate communications, and only 10% using them

Addressing behaviour change also requires 'political buy in' and leadership. In addition, before tackling behaviour among its residents, staff behaviours also need to be addressed, in order to ensure a clear and coherent message is conveyed

It was noted that besides employing nudge techniques to influence behaviour change, some forms of enforcement, and incentives may still be required. There may be the need to take time to assess how measures are affecting behavioural change

Making things accessible will result in an uptake of service or activity, for example, evidence demonstrates that the introduction of cycle paths, and running paths, has led to a significant increase in cyclists, and runners without any form of persuasion. In addition, targeted messages regarding household electrical appliances and its energy use, and savings on electrical bills is well received. In terms of discouraging short journey driving it was noted that mentioning the amount of levels of Co2 emissions does not work, however stating to residents the cost to their car budget, and by using computerised data, residents take notice

Another success highlighted in evidence, as a result of employing 'nudge theory', was the painting of baby faces on shop shutters which has detracted perpetrators. Evidence indicates that such an image speaks to people's innate caring nature as no one wants to deface baby images. Experimental trials with baby faces introduced in Camden and Croydon has resulted in a 50% reduction in antisocial behaviour

The Committee also received evidence from IMPOWER, an external consultancy who had worked with a number of Local Authorities in behaviour change and had considerable success in achieving behaviour change in reduction of fly tipping as a result of initiatives. The Committee are of the view that given the evidence of the success of Environmental change a 'pilot project' should take place in order to assess the effectiveness of behavioural change in a specific areas, such as food recycling, which could provide cost effective benefits to the Council and contribute towards the 2030 net zero carbon target.

## **Conclusion**

The Committee concluded, that in light of Council's commitment towards meeting its zero carbon emission target by 2030, a lot of work will be required not only by Government in terms of policies and legislation, but also work in crucially influencing behaviour change of individual or businesses. The Committee is of the opinion that consideration should be given to either, or commissioning a consultancy to look at a specific area of the service, which can be piloted.

The Committee recognise that Islington in comparison to its neighbouring authorities has one of the highest recycling rates, especially with its dry waste, however this could be improved if food waste recycling is addressed by employing behavioural techniques.

The Committee is aware that recommendations from a review on household recycling are presently being implemented, however we consider that the area of food recycling could be piloted, in order to assess whether behavioural science can be applied effectively

The Committee also considered that communication is an area that needs to be addressed, especially in terms the message and the language conveyed, as this influences behaviour change.

The Committee would finally like to thank all the witnesses that gave evidence in relation to the scrutiny.

**MEMBERSHIP OF THE ENVIRONMENT &  
REGENERATION SCRUTINY COMMITTEE 2019/20**

**Councillors:**

Councillor David Poyser (Chair)  
Councillor Roulin Khondoker (Vice-Chair)  
Councillor Tricia Clarke  
Councillor Paul Convery  
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**Substitutes:**

Councillor Nurullah Turan

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**Officer Support:**

Emma Kidd – Departmental Support Manager  
Ola Adeoye – Senior Democratic Services Officer

## **SCRUTINY REVIEW INITIATION DOCUMENT (SID)**

Review: Behavioural Change

Scrutiny Review Committee: Environment and Regeneration Scrutiny Committee

Director leading the review: Keith Townsend

Lead Officer(s): Lynne Stratton ( Communication) & Emma Kidd ( Environment & Regeneration Services)

Overall aim:

To consider ways to change behaviours of both individuals and organisations/ businesses in all areas of activity that will help Islington Council achieve its 2030 environmental targets.

Objectives of the review:

- To consider suggestions that help Islington Council achieve its environmental targets

How is the review to be carried out:

### Scope of the review

The review will focus on wide ranging initiatives to raise awareness of businesses, individuals and households on :

#### Recycling

- Transport and decreasing the use of cars
- All planning communications to households and developers
- Angelic Energy and addressing fuel poverty

Types of evidence:

- Data from the relevant services in Islington, giving comparative benchmarks with other councils.
- Presentations from experts
- Evidence from examples of best practices in local government (possibly Croydon as an authority), Islington's Revenue and Benefits
- Islington local groups, ie Islington Schools and Recycling champions etc.

Additional Information:

In carrying out the review the committee will consider equalities implications and resident impacts identified by witnesses. The Executive is required to have due regard to these, and any other relevant implications, when responding to the review recommendations.

Key Output
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|---|
| 1. Scrutiny Initiation Document - 12 September 2019 |
| 2. Draft Recommendations – 29 September 2020        |
| 3. Final Report – 29 September 2020                 |

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