



AGENDA FOR THE EXECUTIVE

Members of the Executive are summoned to attend a meeting to be held in Council Chamber, Town Hall, Upper Street, N1 2UD on **27 May 2021 at 7.00 pm.**

Enquiries to : Jonathan Moore
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Despatched : 19 May 2021

Membership

Councillor Kaya Comer-Schwartz
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

Note:

The membership of the Executive is to be confirmed at the Annual Council meeting on 20 May 2021.

Quorum is 4 Councillors



Declarations of interest:

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

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

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

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

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

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

The next meeting of the Executive will be on 1 July 2021

WEBCASTING NOTICE

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London Borough of Islington

Executive - 29 April 2021

Minutes of the virtual meeting of the Executive held via Zoom on 29 April 2021 at 7.00 pm.

Present: **Councillors:** Watts, Lukes, Ngongo, O'Halloran and Turan

Councillor Richard Watts in the Chair

799 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Champion, Gill, Shaikh & Ward.

800 DECLARATIONS OF INTEREST

None.

801 MINUTES OF PREVIOUS MEETING

RESOLVED:

That the minutes of the previous meeting held on 18 March 2021 be agreed as a correct record and the Chair be authorised to sign them.

802 PROCUREMENT STRATEGY FOR THE FUTURE OFFER OF UNIVERSAL YOUTH WORK IN ISLINGTON

RESOLVED:

- (i) That the procurement strategy for the delivery of Young Islington be approved as outlined in the report.
- (ii) That authority to award the various lots comprising the contract for the delivery of Young Islington, and the contract for the management and operation of the Andover youth site, be delegated to the Corporate Director of People following consultation with the Executive Member for Children, Young People and Families.
- (iii) It be noted that, in accordance with the Financial Regulations, the Corporate Director of Resources will grant leases of Lift, Platform and Rose Bowl to the successful tenderer/s at a peppercorn rent for the duration of the contracts.

Executive - 29 April 2021

- (iv) That an increase in the universal youth service budget by £500k from 2021/22 (ongoing) to meet increased ongoing costs of the revised youth offer be agreed. This increased budget reflects the increase in youth service provision in respect of enhanced detached youth work, the new Andover youth site and commissioning resource for the new locality networks.
- (v) That this increased budget will be managed through the annual budget setting process and the increase will need to be found from savings in other services be noted.
- (vi) That the budget proposals rely on assumed commercial income to be generated by the chosen contractor depending on the content of its tender and business plan be noted. Given the uncertainty caused by Covid-19 it is unclear whether the required income can be generated in practice to support the youth offer. This has the potential to increase cost for the Council or the Council may ultimately have to reduce youth service provision in line with the funding envelope.
- (vii) That due to Covid-19 further market assessments will be undertaken prior to procurement be noted. These will cover soft market testing and a professional assessment of income generation potential across Lift, Platform and Rose Bowl. If these assessments suggests that there is likely to be a significant shortfall in income to support service provision, a further report will be brought back to Members to consider the overall cost implications.
- (viii) That a short term budget provision of £285k has already been agreed to mitigate commercial income loss for the existing provider during the period 1 April to 31 October 2021 be noted. The cost of any further mitigation during 2021/22 would need to be found from additional Covid19 government grant should it be available.

Reasons for decision – to create the best option for establishing the new Young Islington model for universal youth work, engage smaller local providers as well as specific expertise, maximise additional income to support the offer, and safeguard services

Other options considered – as specified in the report, other options considered included management and delivery in-house; commissioning via single contract; and separating services into separate lots.

Conflicts of interest / dispensations granted – none

MEETING CLOSED AT 7.15 pm



Report of: Acting Director of Law and Governance

Meeting of:	Date	Ward(s)
Executive	27 May 2021	n/a

SUBJECT: APPOINTMENTS TO BE MADE BY THE EXECUTIVE

1. Synopsis

- 1.1 This report seeks approval of the appointment of members to the following Executive committee, joint committees and external organisations:
- Voluntary and Community Sector Committee
 - Associated Joint Committee - London Councils' Grants Committee
- 1.2 This report also seeks approval of the appointment of members to act as representatives of the Council at shareholder meetings of the London Collective Investment Vehicle (London LGPS CIV Limited).

2. Recommendations

(a) To appoint Councillor Kaya Comer-Schwartz (Chair), Councillor Una O'Halloran, Councillor Michelline Safi Ngongo and Councillor Diarmaid Ward as members of the Voluntary and Community Sector Committee and Councillors Champion, Gill, Lukes, Shaikh and Turan as substitutes, for the municipal year 2021/2022, or until successors are appointed.

(b) To appoint Councillor Anjna Khurana, Councillor Jason Jackson and Councillor Janet Burgess as observers of the Voluntary and Community Sector Committee, for the municipal year 2021/2022, or until successors are appointed.

(c) To appoint Councillor Una O'Halloran to the Associated Joint Committee – London Councils' Grants Committee and Councillors Gill, Lukes and Shaikh as deputies, for the municipal year 2021/22, or until successors are appointed.

(d) To appoint Councillor Paul Convery as the Council's representative at shareholder meetings of the London Collective Investment Vehicle (London LGPS CIV Limited), for the municipal year 2021/22, or until a successor is appointed.

3. Background

3.1 VOLUNTARY AND COMMUNITY SECTOR COMMITTEE

The Voluntary and Community Sector Committee was established by the Executive in March 2011 to oversee the Council's engagement with the Islington community and voluntary sector and to ensure value for money and fairness in the allocation of council resources to the sector.

3.2 ASSOCIATED JOINT COMMITTEE - LONDON COUNCILS' GRANTS COMMITTEE

The Grants Committee of London Councils deals with the London Boroughs Grants Scheme for voluntary organisations under Section 48 of the Local Government Act 1985. Under the scheme, £8m a year is invested in voluntary organisations on behalf of all London councils. All of the grants seek to improve the lives of people who live, work in and visit London.

Membership

The Committee comprises 33 representative members, one from each of London's local councils. Under an agreement entered into by the London boroughs in respect of the Joint Committee, Islington Council is entitled to appoint an elected member representative and one or more deputies to the Joint Committee, who must all be members of the Executive.

3.3 THE LONDON COLLECTIVE INVESTMENT VEHICLE (LONDON LGPS CIV LIMITED)

The London Collective Investment Vehicle (London LGPS CIV Limited) has replaced the Pensions CIV Sectoral Joint Committee, which was established in December 2014 to act as a representative body for the London local authorities who are participating in the Local Government Pensions Scheme (LGPS) Collective Investment Vehicle in the form of an Authorised Contractual Scheme (an ACS Operator). Participation in the CIV enables the council to benefit from significant savings achieved through collective investment. The committee deals with specialist investment matters and it is recommended that the Chair of each borough's pension committee is appointed.

Oversight of the ACS Operator is an executive function. Accordingly, the Executive appoint the representative to attend the shareholder meetings of the London Collective Investment Vehicle (London LGPS CIV Limited).

MEMBERSHIP OF OTHER BODIES APPOINTED BY THE EXECUTIVE

3.4 JOINT COMMITTEE – LHC (LONDON HOUSING CONSORTIUM)

The LHC has existed since 1965 and was established as a Joint Committee in 2012 under section 105(1) of the Local Government Act 1972. The LHC is a self-financing organisation which provides specialist technical and procurement services for building programmes undertaken by its constituent local authorities and other public sector bodies.

Membership

Councillor Diarmaid Ward and Councillor Angela Picknell are serving as members of the LHC (London Housing Consortium) for a four-year term, until the next local government election in 2022, or until successors are appointed. The LHC is governed by a Board of Elected Members which comprises two voting Councillor representatives from the eleven local authority members, one of which will be an Executive Member.

4. Implications

4.1 Financial implications

The Voluntary and Community Sector Committee approves allocation of the Islington Community Fund and the Islington proportion of the London Councils' Grants Committee budget.

4.2 Legal Implications

These are contained in the body of the report.

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

There are no environmental implications arising directly from this report.

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 initial screening for a Resident Impact Assessment was completed and did not identify any negative equality impacts for any protected characteristic or any human rights or safeguarding risks.

A significant proportion of the grants made by the Grants Committee are to organisations meeting the needs and priorities of a wide range of Islington's residents and are aimed at improving fairness and equality in the Borough.

5. Conclusion and reasons for recommendations

5.1 The Executive is responsible for making these appointments to enable the Council's representatives to participate in meetings.

5.2 The Voluntary and Community Sector Committee is a Committee of the Executive and therefore the Executive has responsibility for appointing its membership.

Background papers: None.

Final report clearance:

Signed by:

A handwritten signature in black ink, appearing to read 'P Felber', is written over a light grey rectangular background.

17 May 2021

Acting Director of Law and Governance

Date

Report author: Jonathan Moore, Committee Services Manager

Tel: 020 7527 3308

Email: Jonathan.Moore@islington.gov.uk

Report of: Leader of the Council

Meeting of:	Date:	Ward(s):
Executive	27 May 2021	Caledonian; Barnsbury

Delete as appropriate:	Exempt	Non-exempt
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SUBJECT: WE ARE CALLY COMMUNITY PLAN

1. Synopsis

- 1.1 This report outlines the development of a community plan for 'the Cally': the area around the Caledonian Road including the Caledonian ward and south Barnsbury. It provides an overview of the structure of the plan and the engagement that has been undertaken with stakeholders to develop the plan. It includes proposals for the future governance and coordination of the plan.

2. Recommendations

- 2.1 To approve the We are Cally Community Plan.
- 2.2 To approve the proposed governance arrangements.
- 2.3 To note the intention to identify other areas in the borough where a similar approach could deliver value.

3. Background

3.1 The Area

The area around the Caledonian Road, known colloquially as 'the Cally', is a distinctive part of Islington with a strong sense of community and local pride. A collection of neighbourhoods with Caledonian Road at its core, the area stretches from Kings Cross in the south-west, to Lower Holloway in the north-east. The area that local people consider to be 'the Cally' does not map neatly onto administrative geographies, covering Caledonian Ward but also parts of Barnsbury Ward.

Cally is a collection of neighbourhoods where people of different cultures and backgrounds live and where extremes of material wealth co-exist. For various historic reasons, there is a sense of disempowerment in the local area, with a feeling that projects and services are 'done to' the local community.

3.2 Investment

In December 2018, the council was awarded £350,000 from the Greater London Authority as part of the Good Growth Fund, matched by £1m of council investment. This project, known as the We are Cally Programme and running from 2019 to 2022, is reviewing the use and design of public assets in Cally to support key outcomes for Islington's communities, primarily around employability, skills, confidence, connectedness and cohesion. Improvements to two council buildings in the area, West Library and Jean Stokes Community Centre, will create modern and engaging public spaces that create civic space, encourage connectedness and community engagement, and provide services that residents need.

The council is also making additional investments in Cally, including improvements to Bingfield Park and Barnard Park, measures to make it easier to get around by walking and cycling and reduce pollution, and targeted support to vulnerable young people at risk of long-term unemployment.

3.3 The We are Cally Plan

The We are Cally Plan has been developed to provide a coherent collective vision and action plan for the area for the next three years. It encompasses the projects referenced in 3.2 above, but extends beyond in scope, timescale, and the range partners involved in delivery (i.e. voluntary, community and statutory sector organisations, as well as council services).

The plan lays out shared ambitions for Cally by 2024 and the actions that will be taken to get there across five thematic areas:

- Better opportunities for children, young people and families
- A thriving, connected local economy that works for everyone
- Attractive, well-used public spaces
- Improved health and wellbeing
- A strong community with a sense of belonging

The We are Cally Plan takes the assets and strengths of the community as a starting point. The development and delivery of the plan require cross-sector collaboration: between Islington Council, other public agencies, voluntary and community sector organisations, and residents. This includes sharing local knowledge and insight, practical partnership work aimed at improving outcomes, and working together to make best use of resources.

3.4 Engagement

The We are Cally Plan has been informed by six months of engagement with people living and working in Cally. Online workshops in autumn 2020 brought together elected representatives, council officers, voluntary sector organisations and statutory sector partners, supplemented by roundtable discussions and one-to-one meetings to gather additional insight. In parallel, council officers from the council's Communities team have facilitated resident engagement around the plan, through one-to-one and small group conversations. Residents contributed thoughts and ideas at a ward partnership meeting in November 2020.

3.5 Coordination and Governance

The development of the We are Cally Plan, from spring 2020 to spring 2021, has been overseen by the We are Cally Project Board. This Board will have completed its core tasks by April 2021 and will then disband, handing over ongoing deliverables to BAU teams and a new governance arrangement for the council's various GLA funded activities.

It is proposed that a new We are Cally stakeholders' group is established with responsibility for:

- Co-ordination of the delivery of the We are Cally Plan, to ensure that what has been committed to by the council and voluntary, community and statutory sector organisations, happens.
- Identifying new work that is required to respond to changing local need, determining any changes to actions laid out in the plan, and ordering priorities on an ongoing basis.
- Reporting on progress in each thematic area of the We are Cally Plan to residents and other stakeholders at Ward Partnership meetings, to ensure accountability to residents.
- Receiving periodic updates from ongoing projects in Cally, ensuring they remain on track and joined-up.

The We are Cally group would be chaired by Caledonian and Barnsbury ward councillors, and consist of council officers, other public agencies, voluntary sector representatives, and resident-led community groups responsible for aspects of delivery of the We are Cally Plan.

3.6 Replicability

At the We are Cally Project Board meeting on 22 February 2021, it was agreed that a paper drawing on learning from the We are Cally work, and looking at possible models for place-based approaches in areas in the borough where there are challenges that call for such an approach, should be taken to CMB and then to the Policy Reference Group; with the potential for future recommendations to Executive.

4. Implications

4.1 Financial implications:

The We are Cally Community Plan has been developed in the context of a wider programme of investment in the area through council budgets, Section 106, Community Infrastructure Levy and a £350,000 Good Growth Fund grant from the Greater London Authority.

The larger capital projects outlined within the plan, including the redevelopment of Bingfield Park, Barnard Park, Jean Stokes Community Centre and West Library, will be governed and managed as individual projects by appropriate service and finance leads.

£100,000 of funding will be provided as grants to voluntary sector organisations and grassroots community groups. This will be funded within the agreed We are Cally project budget, with no further financial implications for the council. Individual projects initiated by voluntary and community sector organisations will be funded through existing grants

programme budgets, including Islington Council's Community Chest programme and Local Initiatives Fund as well as external sources of funding.

4.2 Legal Implications:

The council's constitution includes provisions for 15 Ward Partnerships, with a core membership of the three ward councillors.

Their purpose is to provide an opportunity for councillors collectively to discuss and influence Islington Council services, decisions and practices, as they affect the area covered by the Ward Partnership.

The council's constitution enables Ward Partnerships to expand their remit beyond purely council matters to encompass consideration of wider priorities for the area, better co-ordination of services and engagement with partners, residents and other forums. Ward Partnerships may choose to involve other agencies providing services in the area of the Ward Partnership in their activities.

Ward Partnerships do not have power to take decisions on behalf of the council as they are not formal bodies.

The proposed governance arrangements for the We are Cally plan, involving ward partnership meetings and a wider stakeholder group, align with the purpose and remit of Ward Partnerships as provided for within the council's constitution.

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

There are no negative environmental implications associated with the specific proposal to establish a community plan for the Cally area.

The We are Cally Community Plan has been informed by wider council policies and strategies including the Islington Council's Biodiversity Action Plan 2020-2025 and Islington's Transport Strategy 2020-2041 and includes projects that will help contribute to these strategies.

The objectives and actions outlined in the We are Cally Community Plan, such as community greening and bio-diversity initiatives, enhancement of parks and open spaces, community growing schemes and sustainable travel will all make a positive contribution to the council's ambition to create a Net Zero Carbon Islington by 2030.

Capital initiatives such as the development of Bingfield Park, Barnard Park, Jean Stokes Community Centre and West Library will have environmental impacts that will be considered through the specific project management structures associated with them.

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 broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services.

A Resident Impact Assessment was completed on 21 April 2021. The Resident Impact Assessment is appended.

No negative implications were identified. The We are Cally Community Plan has been developed with broad resident and stakeholder engagement. It includes objectives and actions directly intended to improve outcomes for residents with protected characteristics.

5. Reason for recommendations

- 5.1 The We are Cally Community Plan provides a coherent collective vision and action plan for the area around the Caledonian Road for the period 2021-24, developed with resident and stakeholder engagement. The plan supports the council's ambitions to build a fairer Islington.
- 5.2 The proposed governance arrangements reflect the place-based approach taken to develop the We are Cally Community Plan and the cross-sector collaboration required to realise its aspirations, and provide opportunity for public scrutiny of delivery.

Appendices

- We are Cally Community Plan 2021-24
- Resident Impact Assessment

Background papers

- None

Final report clearance:

Signed by:



13 May 2021

CLlr Kaya Comer-Schwartz

Date:

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We Are Cally Plan 2021-2024

Draft for Executive – May 2021

Foreword

The Cally is a warm, wonderful, idiosyncratic place where some of Islington and London's biggest extremes not only co-exist side by side but positively thrive. Its problems are well documented, the struggles are real, the intergenerational poverty stark. But those who know the people, the place and know its bones, know it's more complex than that: there are so many deeply good things about the Cally. First and foremost: the quality and solidarity of the people are second to none. So, when it came to thinking about a plan for Cally and where to start, the answer was obvious – it's bloomin' brilliant residents. The ideas, vision, knowledge of our residents, who are front and centre in this plan, are exceptional.

We are blessed with a highly-skilled group of people working in Cally who have helped the Caledonian and the Barnsbury councillors make real a plan for Cally, with residents at the fore, focusing on the strengths of Caledonian Road and its people. We love this place. We love the people. We love its potential. And we are delighted that this plan, speaking to residents, voluntary sector organisations and key partners, is helping us take concrete steps towards realising that potential. No more in the shadows, no more the underdog. It's Cally's time. It's time for Cally's people to shine. This much-maligned road will no longer be hiding its light under a bushel; we can work together to see this place go from strength to strength. It's going to be super-Cally-fragilistic-expialidocious.

Join us on this journey as, alongside its residents, we reimagine, recreate and celebrate all Cally is, can be and will be. Thank you to everyone who has contributed time, energy and ideas to make this plan really sing. We are grateful. This is your plan. Let's make it happen.

Cllr Sara Hyde

On behalf of the Caledonian ward and Barnsbury ward councillors

Caledonian ward: Cllr Paul Convery, Cllr Una O'Halloran, Cllr Sara Hyde

Barnsbury ward: Cllr Rowena Champion, Cllr Jilani Chowdhury, Cllr Mouna Hamitouche

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Introduction

What is the We Are Cally Plan?

The We Are Cally Plan sets out shared ambitions for the Cally by 2024, and actions that will be taken to help realise these. It has been informed by six months of engagement with Cally residents and people who work in the area, from the local voluntary sector, council, and other public sector agencies.

This process of engagement has helped us to build a better understanding of what is good about life in Cally, what challenges local people face, and what their hopes are for change over the coming years. The Cally is an area with many strengths. The We Are Cally plan identifies ways in which these can be built on to make the Cally a better place to live and spend time.

The We Are Cally Plan has five themes:

- A strong community with a sense of belonging
- Better opportunities for children, young people and families
- Attractive, well-used public spaces
- Improved health and wellbeing
- A thriving, connected local economy that works for everyone

For each of these five themes, we lay out what people living and working in Cally have said about the current situation, and what people want things to be like by 2024. The plan seeks to turn the priorities we heard during the listening process into meaningful action. Each theme has a set of practical actions to be taken over the next three years which will contribute to realising these aspirations. This requires a collective effort, and actions in the plan will be taken by the council, residents, voluntary and community sector organisations and other public sector agencies, and in many cases by people working together.

During the Covid-19 pandemic, we saw an incredible community response in Cally. Neighbours looked out for each other. Many joined the Caledonian and Barnsbury Mutual Aid group, providing help to people who needed it, underpinned by values of mutuality and solidarity. Voluntary sector organisations, faith and community groups, local schools and the council played roles in helping people through a very difficult period. Existing relationships of trust, and newly-developed ones, enabled people to work together

effectively. This response showed what can happen when people have a clear sense of purpose, take the initiative, and are able to use their capabilities. The We Are Cally Plan is not a Covid-19 recovery plan, though it is shaped by being written during the pandemic. Importantly, the creativity and collaboration that marked the response to Covid-19 in Cally provides an inspiring example of how we can, together, address the priorities identified in the plan.

What area does the plan cover?

The We Are Cally Plan covers the area around the Caledonian Road in south-west Islington, known locally as 'the Cally'. A collection of neighbourhoods with Caledonian Road at its core, the area stretches from Kings Cross in the south west, to Lower Holloway in the north east. We have tried to define an area that local people consider to be 'the Cally', though recognise that there are many different views on this. This is about people's association with place, rather than mapping neatly onto administrative geographies - the area defined here includes all of Caledonian ward and part of Barnsbury ward.

The Cally is a distinctive part of Islington with a strong sense of place, community and local pride. Some local families have lived in the area for generations. Others have moved here more recently: to find work; to join family; to study; to build a better life. Higher percentages of residents define their ethnic identity as Bangladeshi, Chinese or Black African compared with Islington as a whole.

In contrast to the high-growth cluster of Kings Cross Central to the west and the affluent parts of Barnsbury to the east, much of the area consists of publicly-built high-density housing estates. It is a collection of neighbourhoods where people of different cultures and backgrounds live and where extremes of material wealth co-exist. The seven-year difference in the life expectancy of male residents of affluent parts of Barnsbury and those living on estates west of Caledonian Road and in south Barnsbury is a stark measure of local inequality.

The Cally area has a number of active voluntary and community sector organisations; four estate-based community centres; six primary schools, and a secondary school immediately to the south east; parks and adventure playgrounds; a library and a dedicated children's library. There are good transport links, a busy high street, and opportunities for work, learning and leisure on the doorstep. Despite this physical proximity, some people in Cally do not currently benefit from these opportunities: improving access to them is a central goal of the We Are Cally Plan.

How was the plan developed?

Between September 2020 and March 2021, the council ran a series of 'Cally conversations'. Through these conversations, over 150 people who live or work in Cally shared their views and experiences of what is happening in the area now, and their hopes and ideas for the future. Due to Covid-19, all of this engagement took place virtually.

- We held 30 individual or small-group online and telephone conversations with Cally residents, with connections made by Bemerton Nursery, Help on Your Doorstep, the Parent House, and local residents' organisations
- We engaged Locality, the national membership network for community organisations, to run six workshops for local councillors, council officers, voluntary sector organisations and other public agencies, between September and November 2020
- We heard views from residents and other stakeholders at the Caledonian Ward Partnership meeting in November 2020
- We ran two online roundtable conversations: one with people running health services in Cally, and one for practitioners working with younger children
- We had online meetings with people working in Cally, including school leaders and people working in the voluntary sector

We also drew on published information about the area, such as data from the census, from the council and Greater London Authority, and from health agencies.

Many of the people who took part in a Cally conversation also gave comments and feedback on the draft of the plan.

What will enable us to carry out this work?

People: The people who live and work in the Cally make it what it is. This plan has been developed with residents, community groups, local charities, ward councillors, council officers and other public sector agencies. Everyone involved has committed to working together, utilising their skills, knowledge and expertise to realise its aspirations.

Space: Community buildings, including spaces at West Library and Jean Stokes Community Centre which will be improved, will provide space for some of the activities and services outlined in the plan to take place. Cally's community centres will host the resources needed for resident-led action, including computers, printing and cooking facilities.

Outdoor spaces have become even more important sites for recreation as a result of Covid-19. Barnard and Bingfield Park and other public spaces in the area will provide space for outdoor activities, and enable people to connect with others and with nature.

Money: Islington Council will be investing an additional £1.25 million to deliver projects in Cally over the next few years, with an additional grant of £350,000 from the Greater London Authority as part of the Good Growth Fund. These include the redesign of Bingfield and Barnard Park, improvements to West Library and Jean Stokes Community Centre, a new service to support young people at risk of long-term unemployment, and initiatives to make it easier to walk or cycle around the area.

In May 2021, the council will launch the We Are Cally Community Fund. Some of the fund will go to established local charities so they can develop projects which address some of the issues identified in the plan. There will also be grants of up to £500 available to groups of residents who have an idea that they want to put into practice.

Capacity building: Islington Council has engaged Nurture Development, an organisation providing training in community development, to work with groups of residents and practitioners in Cally. Online courses will help participants to critically reflect on what communities can do best for themselves and what they need outside agencies to do with or for them, and to develop skills and understanding to enable community-driven change.

Islington Council's Communities team and voluntary sector organisations will support emerging and existing groups of residents to develop their ideas and initiatives and play an active role in the community.

Networks: Connections and relationships between individuals and organisations are essential to delivering the commitments laid out in the We Are Cally Plan. There are many networks in Cally already. Some of these are informal, such as mutual aid or neighbours' messaging groups. There are also more formal networks which meet regularly to coordinate work in a particular field, such as the Cally Youth Providers' Network. Where needed, Islington Council will support existing networks, and work with voluntary sector groups and residents to establish new networks to help deliver some of the commitments made in the plan.

How will we make sure it happens?

In order to realise the aspirations of the We Are Cally Plan, and to enable local residents to hold us to account, we will:

- Ensure that the Islington Council Executive and every council directorate signs off this plan, committing to delivering the agreed actions.
- Build on, and where necessary establish, networks and partnerships that enable the council, public sector agencies and voluntary and community sector organisations to collaborate around the commitments made in this plan.
- Establish a We Are Cally Group, consisting of ward councillors, council officers, voluntary sector representatives, resident-led community groups and other public sector agencies. This group will be responsible for ensuring the delivery of the We Are Cally Plan and making decisions about new work that is required to respond to emerging needs. This group will report on the progress of actions laid out in the plan through Ward Partnership meetings.
- Develop the existing Caledonian and Barnsbury Ward Partnerships, to provide opportunities for local residents and key stakeholders to hold each other to account on delivery of the plan and to identify emerging needs that require action.

A strong community with a sense of belonging

What have people living and working in Cally said about the current situation?

- **Sense of place:** 'The Cally' has a clear sense of place and people identify with it. There is however a sense of division between the more affluent areas east of the Cally Road, and the area's social housing estates.
- **Voluntary and community organisations:** There are many voluntary and community organisations working in the Cally, providing services and activities for children, young people, adults and families. The work of these organisations is critical to supporting a strong community and sense of belonging for local people, whatever their age, background and identity.
- **Community activities:** Local voluntary, community and faith organisations and the council provide lots of activities that bring parts of the community together and enable neighbours to get to know each other. These include activities based around food, physical activity, arts and gardening. Some of this work is project based and dependent on short-term funding so lacks continuity. Covid-19 has highlighted both a need and opportunity to develop initiatives around food (such as community meals and community growing) and digital access. There is a council-employed community development officer with a specific focus on Caledonian ward, who can support new initiatives.
- **Cally Festival:** The annual Cally Festival brings residents, schools, businesses and voluntary sector organisations together to put on a celebration of everything the Cally has to offer. Caledonian Road is closed for a day, and thousands of people come onto the streets for a free party featuring music, performance, creative workshops, and a street market.
- **Community spaces:** There are four community centres in Caledonian ward that are under utilised but have great potential to be used for community activities. The largest, Jean Stokes Community Centre, was used by a number of community groups prior to Covid-19, including a Somali women's group, an over 55s art group, and two groups running 'mother-tongue' classes. This centre is not currently open access, and the basement is in a state of disrepair and not occupied. Places of worship in the area also provide space for community activities to run, and King's Cross Church are creating a new community space on Pentonville Road.

- **Voluntary sector premises:** Community centres in Cally could provide affordable accommodation and space for local organisations to work with the local community. The redevelopment of Orkney House will result in organisations based there needing to find new premises.
- **Community action and participation:** There is a historic sense of people in Cally being 'done to' by the state and other organisations. However, many residents are active in their community and use their skills and expertise to make things happen, whether running their local community centre, providing support to neighbours, or improving public spaces. There are active tenant, resident and leaseholder groups in the Cally, although some estates, such as Bemerton Estate, do not currently have one. During the coronavirus pandemic, many people in Cally came forward to help others. Caledonian and Barnsbury Mutual Aid Group have played a significant role in helping the community stay safe during this period, and have been thinking about further action beyond the pandemic.
- **Voluntary sector collaboration:** There are examples of effective collaboration between organisations in the Cally. However, this could be further developed so that there is a really strong, visible and coordinated programme of community activities for residents, and different groups have a clear sense of what support other organisations provide.

What are people's aspirations?

- **Involvement in community life:** Cally is a place where people have valued relationships with their neighbours, building on the existing strong sense of community. People are actively involved in community and civic life, for example through participation in activities, initiating resident-led action, helping others, and having a say in local decisions.
- **An excellent programme of community services and activities:** An engaging programme of community activities, services and events improve local people's quality of life. The range of activities reflect the diversity of the local population, and provide opportunities for people to both organise around their identities, and for people to connect across difference. People know what is taking place, when and where.
- **A strong voluntary and community sector:** Cally continues to be home to strong, vibrant voluntary and community organisations who work across the diversity of the community.

- **Good-quality, well-managed community facilities:** Cally's community centres are attractive, well-managed spaces that host a wide range of activities, services and events, and provide space for voluntary and community organisations.
- **Collaboration and partnership:** Services, organisations and groups in Cally know each other, trust each other and work effectively together.

What are we going to do?

A strong sense of place

We will build on Cally's strong sense of identity, enabling residents to tell the story of the area and celebrate its unique culture and history.

- **Cally Festival:** The Cally Festival will continue as a flagship community event each June, celebrating the vibrant culture of the area. This event will provide opportunities for residents to get involved, for example by performing or leading workshops. The June 2021 festival will enable people to participate in a socially-distanced way, by following a trail through the Cally area with art along the way.
- **Sharing stories of the Cally:** Islington Council's Heritage and Communities teams and voluntary sector organisations will work with residents to develop projects that enable them to document and share stories of Cally and its people, with a particular emphasis on stories which have been hidden from history. This might include arts projects, collaborative writing and oral history projects. There will be a new community mosaic on Freeling Street as part of the Cultivating Cally project. Islington Council's Communications team will feature local stories in a new page on the Islington Life website.

Improved community centres

We will revitalise community centres in Cally, so that these centres are attractive, well-managed spaces, valued by the local community.

- **Redesign Jean Stokes Community Centre:** Islington Council will work with residents, community groups and voluntary organisations to redesign Jean Stokes Community Centre, to be opened in early 2022. The centre will move from a 'hall for hire' model to a drop-in, multi-purpose centre which is a hub for community life. The hall and meeting rooms on the ground floor will continue to be available for a range of community events, activities and services. An extension to the front of the

building will create a new space, visible from the street, which will function as a 'community living room'. The currently disused basement will be a home for diverse local voluntary sector organisations. Islington Council will support these organisations to play a role in running the centre.

- **Improvements to Nailor Hall, York Way and Westbourne Community Centres:** Between April 2021 and March 2023, Islington Council's Communities team will work with Nailor Hall Community Centre committee to renovate the kitchen and entrance. At the Westbourne Community Centre, improvements will be made to the heating and lighting, introducing a drop ceiling in the hall to improve energy efficiency. York Way Community Centre will have upgraded toilets and kitchen.

Spaces for community organisations

- Islington Council will provide affordable premises for voluntary and community organisations in the redevelopment of Orkney House, Jean Stokes Community Centre and council-owned buildings adjacent to Bingfield Park. Community centre halls and meeting rooms across the Cally will be available for hire at affordable rates and through improved bookings systems.

A comprehensive programme of activities in community spaces

Voluntary sector organisations, community groups and Islington Council will work together to coordinate a programme of community activities, designed with resident input, that reflects the needs and interests of Cally's diverse community. These activities will enable residents to come together with a common purpose, inspiring curiosity, improving wellbeing, promoting social connection, and helping people to resolve difficulties.

- **Opportunities to learn and share skills:** Community centres will provide opportunities for people to learn, share skills and develop the capabilities that will enable them to flourish across their lives. Help on Your Doorstep will continue to deliver its Good Neighbours Scheme to provide opportunities for residents to socialise, gain skills and volunteer. This will include enabling local people to share their skills and passions and develop new skills, including arts and crafts, cooking, digital skills and event planning. They will continue to help people gain foundation qualifications like first aid and food hygiene and link them into skills development opportunities.
- **Adult learning:** Islington's Council's Adult Community Learning and Communities teams will work together to establish a programme of adult education at Jean Stokes Community Centre that meets the needs and interests of local residents, such as courses in literacy, English for Speakers of Other Languages (ESOL), creative writing, sewing, arts, and digital skills.

- **Opportunities to create:** The potential to use a council building to the south of Bingfield Park as a creative space for community arts projects will be assessed in dialogue with local arts organisations, including Central St Martins. Organisations including Phoenix Pottery, ArtBox, and Islington Council's Communities team will provide arts and creative activities in community facilities across the area.
- **Digital access:** Local community centres will provide free computer and internet access. At Jean Stokes Community Centre, facilities will be provided to enable residents to print and scan documents, with accessible technology for residents who need this.
- **Activities for older people:** Nailor Hall Community Centre and Islington Council's Communities team will work together to increase the provision of activities for older people following the closure of the Drivers Day Centre. Older people of different backgrounds will feel there is 'something for them', with food, games and activities reflecting the diversity of the community.

Participation in the local community

Residents will have different opportunities to engage in community life, including community-led action, volunteering, setting up resident groups, or influencing local decisions. Across these opportunities, consideration will be made of how to engage and include people who don't usually have their voices heard.

- **Recognising contributions during Covid-19:** Islington Council, local schools and voluntary and community sector groups will recognise the efforts of people in Cally who supported others during the Covid-19 pandemic, and use this as an opportunity to encourage further community involvement.
- **Community-led action:** Islington Council's Communities team and voluntary sector organisations will offer support to emerging and existing groups of residents to develop their ideas and initiatives and to play an active leadership role in the community. In addition to the Local Initiatives Fund, grants of up to £500 will be made available to enable groups of Cally residents to put their ideas into practice. Training in community development will be offered to people living and working in Cally. Community centres will provide space for residents to self-organise and the resources needed for resident-led action including computers, printing and cooking facilities.

- **Volunteering opportunities:** Voluntary sector organisations and community centres will create engaging volunteering opportunities for residents. Through the Good Neighbours Scheme, Help on Your Doorstep will support residents to help run activities, providing support and training where necessary.
- **Tenants and Resident Associations:** Islington Council's Communities team will support residents interested in establishing Tenants and Residents Associations, so that they can work with the council to improve where they live.
- **Ward Partnership meetings:** Local councillors will host regular Ward Partnership meetings so that people living and working in Cally can voice issues, concerns and priorities for the local area.

Stronger Collaboration and Improved Communications

- **Community centre consortium:** Cally's community centre committees and Islington Council's Communities team will work together to review the activities offered in centres across the ward, share resources, and develop a joint approach to hall hire so that community groups and residents can use spaces more easily.
- **Communications:** Islington Council's Communities team will work with community centre committees and voluntary sector partners to develop joint printed and electronic communications so that residents can find out what's happening when, and where. Islington Council's Communications Team will promote community projects through a new Cally section of Islington Life and the We Are Cally e-newsletter.

Better opportunities for children, young people and families

What have people living and working in Cally said about the current situation?

- **Support for children to get the best start in life**

- Bright Start, a partnership between Islington Council and the NHS, provides services for children under 5 at Bemerton Children's Centre, Bingfield Health Centre and other locations in Cally. These include early learning, health visiting, speech and language support, and activities such as storytelling and stay and play.
- Parents and practitioners feel that there are opportunities to develop the offer of creative activities and exploratory play for children under 5, and that this should be a focus as Covid-19 restrictions ease.
- Developmental reviews are offered to all 1 and 2 year-old children. Some families in Cally do not take up this opportunity, and this has been exacerbated by Covid-19.
- Parents and practitioners are concerned about the impact of the pandemic on the socialisation of younger children.

- **Support for parents and carers of younger children**

- Bright Start provides support to parents and carers with a child under 5, including guidance on feeding and routines, ideas to support play at home, and support to move into work. Families with complex needs can get help from the Bright Start Family Support service. Parenting support, including from peers, and courses for parents to support their own development are provided by the Parent House.
- Practitioners working in Cally cite community self-reliance, lack of awareness of what is available locally, and wariness of statutory services as possible reasons why some Cally families do not engage with services they could benefit from. The Bright Start Family Support Service in Cally receives a lower number of referrals compared to similar areas.
- Parents and carers who do not have English as an expert language can access English for Speakers of Other Languages (ESOL) classes with crèche support through a partnership between the council's Adult and Community Learning service and the Parent House. More targeted support, including activities run in community languages, could increase engagement of bilingual and multilingual families, acting as a bridge to universal services.

- Bright Start's timetable and webpages are used by families to find out about services, but more outreach work would improve parents' knowledge of the local offer. Parents and schools would find it helpful to have an overview of the range of provision for younger children in the area, including activities run by voluntary sector organisations.

- **Schools:**

- The six primary schools in the Cally area are all graded good by Ofsted. The closest secondary school, Elizabeth Garret Anderson, is graded outstanding.
- At all six primary schools, children's progress in reading, writing and mathematics is in line with or above the national average, although there is considerable variation in the percentage of children at each school who meet the expected standard (57% to 91%). School leaders are concerned about the impact school closures during the pandemic have had on the attainment of disadvantaged children.
- Reflecting the diversity of the area, a considerably higher percentage of children in Cally schools have a first language other than English. Bilingual and multilingual children who speak languages other than English at home have missed exposure to English during Covid-19, which may have a short-term impact on their access to the curriculum.
- Cally schools provide a range of opportunities for children to learn outside of the classroom. For example, children at Copenhagen School attend 'Forest School' sessions at Barnsbury Nature Reserve, supporting exploration and risk-taking.

- **Youth work and after school activities for school-aged children and young people:**

- There is a good range of open-access provision for children and young people in the area, run by organisations including Awesome, Copenhagen Youth Project, Global Generation, Islington Bangladeshi Association, Islington Play Association, Light Project Pro International, Mary's Youth Club, Prospex and XLP. However, there is a need to improve:
 - The youth work offer for young women, where there are gaps at the moment.
 - The visibility, communication and coordination of what is available, so people can find out what is happening, when and where.
 - Access to provision, as some children and young people who would benefit from joining after-school or youth work activities don't take part at the moment.

- Engagement with parents and carers about what is available locally, and to address their questions and concerns
- There is targeted support available for young people affected by or involved in crime, including from the council's Targeted Youth Support team.
- Detached youth work in the area, delivered by Copenhagen Youth Project, Prospex and XLP, involves youth workers going to where young people are.
- **Learning, skills and employment support for young people not in school or work:**
 - There are concerns about youth unemployment, which is increasing as a result of the Covid-19 pandemic.
 - Some young people in Cally do not benefit from the learning, skills and employment opportunities in the local area and those more widely available across London.
- **Youth safety:**
 - There have been incidents of serious youth violence and historical issues within the area relating to gangs and organised crime, resulting in a fragile sense of safety amongst many local families.
 - There are several parks, play spaces and adventure playgrounds in the area, but some children, young people and families do not use these or spend time in other public spaces because they don't feel safe.
 - There have been attempts to respond to incidents of youth violence, though this work is often time-limited. Examples of community-driven responses include the Cally Parents group, a council-run parental support project, a project led by Global Generation with Copenhagen Youth Project and the council to create a peace garden in Bingfield Park, and the knife-crime parent ambassador project run by the Parent House.
 - The Covid-19 pandemic has exacerbated concerns felt by some families in Cally, such as fear of the outside and worries about children being out in public space.
- **Collaboration between organisations working with children and young people:**

- The Early Childhood Area Partnership for South Islington brings together professionals working with children under 5 and community and parent representatives to identify and develop shared local priorities, embed joint working and shape services.
- There is effective networking between youth providers including through the Cally Youth Providers Forum, but further opportunities for collaboration. This could include mapping and organising provision and shared learning sessions for practitioners.
- Relationships between and across council services and voluntary sector organisations working with children and young people could be strengthened. Different models of practice and using different language sometimes makes it difficult to work across organisational boundaries. A shared commitment to working collaboratively and flexibly would help to support children, young people and families in transitions between services, and support a 'whole family' approach.

What are people's aspirations?

- **Children and young people are connected with a city of opportunity:** Children and young people feel that they have a stake in their area and are able to take advantage of the opportunities that Cally, Islington and London have to offer.
- **Children, young people and families using public spaces:** There are safe and welcoming places for children, young people and families to spend time, and they feel comfortable to spend time in outdoor spaces, such as playgrounds and parks.
- **Young people can thrive:** Young people are skilled, informed, confident, and have agency. They are able to pursue a range of opportunities across their lives, including learning, work and recreation.
- **Children and young people are supported through key transitions:** Children and young people are supported in key transitions such as from nursery to school, from primary to secondary school and from school to independence.

What are we going to do?

Support for children and families in response to Covid-19

- **Support for younger children:** Bright Start will provide services that help address children's social and emotional needs following Covid-19. This will include activities that help 2 year-olds to develop life skills such as sharing and turn-taking.

- **Pastoral support in schools:** Local schools will support children and parents and carers to access additional help they need as a result of the pandemic. Elizabeth Garrett Anderson School, immediately to the east of the Cally, will engage additional pastoral care staff to provide greater support for pupils.
- **Allowing children to have fun:** Schools will prioritise children enjoying being back in school as they return after lockdown. For example, pupils at Elizabeth Garrett Anderson School will take part in sport and creative activities. Organisations working with children will create opportunities for children to have fun, particularly during holiday periods.
- **Outdoor activities:** Bright Start and local voluntary sector organisations will provide outdoor activities for children and families once Covid-19 restrictions are eased, such as family gardening and outdoor coffee mornings.

Encouraging engagement with services for children, young people and families

- **Young Cally Calendar:** A Young Cally calendar will lay out the range of activities and services that children, young people and families can access locally. This calendar will be translated into key community languages and available from local schools, voluntary sector organisations working with children and young people, libraries, community centres, GP surgeries, and the children's centre. The calendar will also be available online, with events promoted on social media.
- **Engaging families with young children:** Practitioners delivering Bright Start services will explore flexible ways to engage with the local community and be responsive to what Cally families want. Building confidence and trust in services will be a key consideration once Covid-19 restrictions ease and face-to-face activities resume.
- **Targeted work with bilingual and multilingual families:** Local schools will promote support for bilingual and multilingual families in Cally, with knowledge of each school community used to target information where appropriate. The Bright Start Turkish-speaking link worker will work with Turkish and Kurdish families in Cally to understand and address barriers to accessing services, build trust, and increase engagement with the local offer.

Collaboration between organisations and services working with young people

- **Cally Youth Providers Network:** Islington Council and voluntary sector youth providers will work together to further develop the Cally Youth Providers Network, in order to strengthen practical collaboration across organisations. Membership of the group will be widened to include local schools.

- **A new youth network for South Islington:** During 2021, Cally youth providers will be invited to join a new youth network for South Islington, co-ordinated by the Young Islington service. Members of the network will work together to build a shared understanding of the needs of young people in South Islington, agree priorities and allocate a commissioning budget to respond to local needs.
- **Shared learning and reflection sessions for practitioners:** Practitioners in community-based organisations working with children and young people will be able to take part in training in trauma-informed practice run by Islington's Child and Adolescent Mental Health Service in partnership with the council, building on work that has already taken place in local schools. This will help practitioners to better recognise and understand the impact of trauma on children and young people, and work in a way that is sensitive to previous traumatic experiences.

Activities for families with younger children

- **Creative activities:** Bright Start will work with partners including the British Library and the London Symphony Orchestra to enable families in Cally to access engaging creative and cultural activities. Little Angels Theatre will run a regular 'Crafternoon' for children aged 4 to 11 years at Jean Stokes Community Centre once it reopens in early 2022.
- **Parenting courses in community languages:** Bright Start will offer the 'Strengthening Families, Strengthening Communities' course for Turkish-speaking parents and carers in Cally, run in Turkish. Providing this course in other community languages, such as Bengali, will be explored.

Youth work and after-school activities for school-aged children and young people

- **Provision for girls and young women:** The council and local voluntary sector organisations will work together to establish additional provision for girls and young women in Cally. Space at local community centres will be made available to run activities aimed at and/or inclusive of these groups. Global Generation will run activities for girls and young women with a focus on ecology, creativity and personal development when they move back to the area in 2022.
- **Identifying and filling gaps in provision:** From November 2021, the new youth network for South Islington will build an understanding of the engagement of young people from different communities in youth work activities, identify gaps in provision across the locality, and provide funding to local providers to deliver services to fill these gaps.

Support for those at risk of exclusion or gang activity

- **Help during the transition to secondary school:** Islington Council will provide support to families during the transition from primary to secondary school through two projects: one run by the Targeted Youth Support team and the other funded by the London Violence Reduction Unit. Combined, the two projects will work with thirty young people in year 6 and 7 who have been identified by their school as being at risk of exclusion or of being involved in gangs. Intensive school-based and community-based support during will help children to form safe and supportive peer groups into secondary school and to engage in learning, and support parents and carers to engage more effectively with their child's school.
- **Support for Somali families worried about youth violence:** Minority Matters will deliver a parent champion programme, working with Somali parents and carers to build peer support networks for families concerned about gangs and youth violence.

Learning and employment support for young people not in education or work

- **A new employability hub:** A new youth employability hub will open at West Library in winter 2021/2022. A range of council services for young people will provide services and activities from this redesigned space, including youth employability support, adult learning, advice and guidance, counselling, and support for those involved in or affected by gang activity. Young people from the area will contribute their ideas for the design of the employability hub, with two young people from Copenhagen Youth Project acting as youth consultants to the project.
- **Youth Employability Progression and Skills Programme:** The council's Youth Employment Progression and Skills Programme will work with 18 to 25 year-olds who are not in education or work. Young people referred by local organisations, leaving care and/or with experience of the youth justice system will be able to access a package of skills tuition, advice and guidance, work experience and therapeutic support. This will be delivered on a one-to-one or small group basis at local venues, including West Library.

Attractive well-used public spaces

What have people living and working in Cally said about the current situation?

- **Access to green spaces:** Smaller areas of green make up an important part of the overall green space in Cally: 98% of residents of Caledonian ward live within 400 metres of some kind of open public space; however, the percentage who live within 400 metres of a park is only 45%, considerably lower than the Islington average of 59%. Larger green spaces in Cally are Bingfield Park, Caledonian Park and Edward Square to the west of Caledonian Road, and Barnard Park and Thornhill Square to the east. There are opportunities to increase the amount of green space in the area by 'greening' smaller areas of open space, including spaces on estates.
- **Design and quality of green space:** The proportion of green space in Islington is the second lowest of any local authority area in the country, so the quality of the space is particularly significant. Covid-19 has increased the importance of local outdoor public spaces where people want to spend time. There are marked differences in the quality of green spaces adjacent to housing estates, in contrast to those in affluent areas of Barnsbury. Bingfield Park and Barnard Park are not very engaging, and need improving. Bingfield Park is regarded as a cut-through, and some families do not use it because of a lack of play facilities and seating.
- **Spaces for play:** Four of Islington's twelve adventure playgrounds are in the Cally area. These offer free, safe, open-access play facilities for children aged 6 and over. Crumble's Castle and Lumpy Hill Adventure Playgrounds are run by Islington Play Association; the adventure playground at Barnard Park is run by Awesome Community Interest Company. The Hayward Playground, run by the charity Kids, caters for children and young people with special needs and disabilities. There are places for residents of all ages to play football or basketball in Bingfield Park, Caledonian Park, Edward Square and Barnard Park. There are spaces for play on some estates, such as play areas, multi-use games areas and open spaces; however, there are examples of 'no ball games' and other signage discouraging play.
- **Places for bio-diversity and for people to connect with nature:** There are two sites of particular importance for biodiversity in Cally. Barnsbury Wood is London's smallest local Nature Reserve which, despite its size, is a good example of mixed deciduous woodland. The Regent's Canal, running east-west along the southern side of the Cally area, provides a special habitat for animals, including bats and slow worms. In recent years, efforts by the Canal and River Trust and the

London Wildlife Trust have improved the biodiversity of the canal, for example by establishing floating ecosystems which create habitats for birds, fish and insects. The canal towpath is an important and well-used public space, but some residents do not access it despite living close by. Some green spaces in Cally, including Bingfield Park, lack diversity of planting and are of low natural value. There are opportunities to improve biodiversity through planting in more places in Cally.

- **Concerns about anti-social behaviour:** Some people are afraid of going to parks because they believe they will come across anti-social or criminal behaviour. Some residents do not feel safe walking around the area at night. The walkways on Bemerton Estate were cited as an example of a place that did not always feel safe. Littering and dog fouling is an issue in some public spaces, including in parks and open spaces on housing estates in Cally.
- **Activities in public spaces:** Islington Council works with partners to deliver programmes that encourage people to use public spaces for activities. A pilot of the Active Spaces programme in 2019-20 enabled residents of Bemerton Estate and surrounding areas to take part in arts, gardening and food growing, sports, and, health and wellbeing activities in outdoor and indoor spaces on estates.
- **Community involvement in looking after public spaces:** There are a number of active friends of parks groups in the Cally area: groups of volunteers who work together to improve their local park, and use it as a place to bring people together. These include Friends of Thornhill Square Gardens, Friends of Caledonian Park, Friends of Barnard Park and Friends of Edward Square. The Friends of Edward Square group have planted a spinney (a small area of trees) with apples, sparking connections between neighbours. There are further opportunities for community adoption of public spaces in the area, including spaces next to the Regent's Canal.
- **Growing and gardening:** There are some keen gardeners in the Cally area, many of whom do not have gardens of their own. The Bloomin' Gardeners Group, run by Age UK and supported by Octopus Community Network, is an inclusive gardening group for older people meeting weekly (prior to Covid-19) in Caledonian Park. Children have opportunities to garden at adventure playgrounds in Cally: Global Generation support food growing at Crumble's Castle, Friends of Barnard Park grow vegetables, herbs and flowers with children at Barnard Adventure Playground, and in 2019 Octopus Community Network created a wildlife garden in front of Hayward Adventure Playground. Some Cally residents would like more opportunities to grow things where they live, including on estates. People involved in gardening projects in public spaces would benefit from support with initiating projects and with maintaining beds longer-term, and with access to compost and water.

What are people's aspirations?

- **Community greening and growing:** Small public spaces across the Cally are greened and animated through community-led initiatives, promoting a sense of ownership and pride. Residents have opportunities to grow food.
- **Bio-diversity:** Local bio-diversity is enhanced by initiatives such as urban food-growing using permaculture approaches, and new planting in green spaces and along pedestrian routes. Residents are involved in efforts to protect and increase bio-diversity in the area.
- **Resident involvement in design of public spaces:** Residents, including children and young people, and local community groups have a say in the design of high-quality outdoor public spaces in Cally, and the features and facilities within them.
- **Safe, inviting and inclusive green spaces:** Residents feel welcome in parks and green spaces that are clean and well-maintained. Parks have inclusive facilities, enabling children, young people and adults from all backgrounds, including those with disabilities, to play, connect with others, and experience the many benefits of being in green space. Parks and green spaces are well-used and well-designed, helping to make people feel safer. Greater use of parks, rather than a reliance on physical security measures, helps to minimise anti-social behaviour.
- **Parks and public spaces as places for play and recreation:** Parks and public spaces are active places where residents participate in activities and events.
- **Public spaces enabling social interaction:** Public spaces across the Cally are places of social connection, enabling people to meet their friends and neighbours, and providing opportunities for chance encounters that build a sense of community.

What are we going to do?

Greening of public spaces

Residents, voluntary and community sector organisations and Islington Council will all be involved in making and realising plans to create more green spaces in Cally, with planting that encourages biodiversity. This will include currently unused flower beds and planters on estates, and pathways used by local people.

- **Community planting:** Cally residents, particularly those living on estates, will be encouraged to plant things in their area. The Cally Festival and Islington Council will support this through distributing bulbs and seed bombs to residents.
- **'Pocket park' at Freeling Street:** The Cally Festival team will make Freeling Street a 'pocket park' with a mural and planters, making permanent the temporary space created for the 2019 Cally Festival. Residents will be able to share their ideas for the new space and contribute to making it happen. The pocket park will be open from summer 2021.
- **Jean Stokes Community Centre:** Improvements to the nearby Jean Stokes Community Centre will include planting at the new entrance to the centre. This greening initiative will complement the Freeling Street pocket park.
- **'Greening Cally' group:** A group of people interested in making Cally greener, including residents, schools, GPs, tenants and residents groups, voluntary sector organisations and Islington Council, will come together to identify further spaces in the area which can be 'greened' and plan how to make this happen.

Improve parks in Cally

Islington Council's Parks team will consult with local residents and community organisations to plan and deliver improvements to Barnard Park and Bingfield Park. Friends of parks groups will be involved in consultation about improvements to parks, and supported to make parks attractive, well-used spaces.

- **Barnard Park:** Barnard Park will be re-established as an attractive community space, appealing to a wide range of local people and supporting a variety of activities. A new nine-sided football pitch will be built and additional sports facilities introduced, including an outdoor gym and running paths. A new building will provide changing rooms, toilets and space for the One O'Clock club.
- **Bingfield Park:** Bingfield Park will be a welcoming green space at the heart of the Cally. Landscaping and planting will make the park a more inviting and interesting space to be in, and enhance biodiversity. The re-designed park will be family-friendly with improved play and sports facilities, particularly for younger children.
- **Friends of parks groups:** Friends of Thornhill Square Gardens, Caledonian Park, Barnard Park and Edward Square will provide opportunities for local residents to be actively involved in improving their local park. Islington Council will support existing friends of parks groups and encourage new ones.

Ensure parks and other green spaces are kept clean

- Islington Council's Parks and Estate Services teams will work to ensure that parks and green spaces on estates are kept clean and tidy. Bins in the redesigned Barnard Park and Bingfield Park will make it easy for residents to recycle their rubbish, helping to keep parks clean and reducing the amount of waste going to landfill. Signs in parks and on estates will let residents know how to report littering, dog fouling or fly-tipping.

Activities in public spaces

- Residents' groups, friends of parks groups, voluntary sector organisations and Islington Council will use parks and other public spaces to put on different activities for people to enjoy, encouraging greater use of these spaces. Islington Council's Communities team will work with Arsenal in the Community, Healthy Generations, Access to Sports, and other voluntary sector organisations to run Active Spaces Bemerton: a programme of activities for residents in outdoor and indoor public spaces on and near Bemerton Estate. Residents will be asked to share their views on the activities they would like to take part in.

Growing and gardening

- **Support for community gardening:** Gardening groups will be supported by Octopus Community Network and Islington Council's Communities team to identify spaces for growing, access compost and water, develop planting plans, and secure funding. Gardening on estates will be particularly encouraged. The Action for Local Food programme run by Octopus Community Network and Global Generation will support gardening groups to locally produce compost and harvest water.
- **Food growing:** The Action for Local Food programme will help address the climate crisis through promoting sustainable and environmentally-friendly local food growing, using a permaculture approach. As part of the programme, Global Generation will train young people and adults as climate action ambassadors. A free year-long training course will cover food production, site planning, and permaculture approaches, and create a network of Islington growers.
- **A new barge garden:** Young people from Global Generation have worked with architects, canal users and local young people to design a new barge garden which will be built in 2021. The barge will be situated close to Cally, and will host a garden space, classroom and kitchen.

Community involvement in ecological initiatives

- Residents, friends of parks groups, and Islington Council's Parks team will carry out species monitoring at Barnsbury Wood Nature Reserve. Residents of all ages will be able to get involved in initiatives to improve biodiversity on the Regent's Canal, including planting trees and building homes for bees, bats and birds. The Canal and River Trust will work with schools in Cally and local community groups to promote these opportunities to residents.

Improved health and wellbeing

What do people living and working in Cally say about the current situation?

- **Health inequality:** Poverty can affect the health of people of all ages, and indicators such as life expectancy, low birth weight, diet-related problems and prevalence of long-term health conditions suggest a link between income and health conditions in Cally. 7.2% of Cally residents receive a Personal Independence Payment to help with the costs of long-term ill health or disability, compared to 5.6% across Islington. Life expectancy in the area is similar to the Islington average, but there are sharp differences for people living in different parts of Cally. Male residents of the area's social housing estates, west of the Cally Road and in the southern part of Barnsbury, have an average life expectancy of 75, compared to 82 in affluent parts of Barnsbury.
- **Health concerns:** Healthy eating, exercise, smoking and mental wellbeing are particular local health concerns. People living and working in Cally are worried about the disproportionate impact of Covid-19 on black and minority ethnic groups, and the ways in which the pandemic has exacerbated existing health issues.
 - **Healthy eating:** Some residents in Cally are concerned about access to and affordability of healthy food. Food projects, including Bags of Taste and Copenhagen Street Food Bank, support residents experiencing food poverty; however, there are opportunities to do more to strengthen access to good-quality, affordable food. More children in the last year of primary school living in Caledonian ward are considered to be obese (41%) than the Islington and London average (both 37%).
 - **Exercise:** There is a leisure centre and swimming pool on Caledonian Road, and opportunities to join exercise classes in local community centres. Some of these classes are aimed at specific groups, such as the Fit Women Group at Jean Stokes Community Centre, run by and for Muslim women. Staying inside as a result of Covid-19 has reduced the amount of exercise that many people do. Residents feel that leisure facilities, particularly the gym and pool, could be improved.
 - **Smoking:** The proportion of people in Caledonian ward who smoke is significantly higher than the Islington average. Incidence of lung cancer in Caledonian ward is significantly higher than the Islington and London average.

- **Mental health:** Some Cally residents are concerned about worsening mental health as a result of Covid-19, particularly for children and young people, who have been spending lots of time inside during the pandemic.
- **Health and wellbeing services:** There are a range of services in Cally which help people when they are ill or when they are worried about their health and wellbeing, and that help people stay well.
 - **Medical services:** People in Cally have GPs, hospitals, dentists, sexual health services and pharmacies close to where they live. Residents report that the quality of general practice in the area is variable. Killick Street Health Centre was cited as providing a good service, with the opportunity to see the same doctor being particularly valued. Extensive work between ward councillors and the GP Federation is expected to improve the quality of service for residents at Bingfield Primary Care Centre, with less reliance on locum doctors. Pharmacies on Caledonian Road are well-used and well-regarded, and adapted their services during Covid-19 in order to support local people.
 - **Peer support:** There are groups in Cally where people with concerns about their wellbeing can support one other. For example, London Friend runs a range of social and support groups for lesbian, gay, bisexual and trans people at their centre on Caledonian Road, the Parent House facilitates peer mentoring for parents, and Cocaine Anonymous offers peer support for people worried about their use of drugs at Jean Stokes Community Centre. Residents would find it useful to have a wider range of peer support groups locally, such as a group for people who are worried about their alcohol consumption.
 - **Social prescribing:** Age UK provide a 'social prescribing' service at Killick Street Health Centre, using a casework approach to support people who need more than medical care to live healthier and more fulfilling lives, helping to unpick things that may be holding them back and to connect them with community activities. The social prescribing link worker has a good knowledge of local organisations, but would benefit from more comprehensive, up-to-date information about community activities, particularly those in community centres. Help on Your Doorstep's Connect Service works with individuals to help them realise their goals and address difficulties they may be facing, including health and wellbeing concerns. They provide a navigator service linking residents into local services that may improve their health and wellbeing. The council piloted its new Parks for Health programme in Caledonian Park in autumn 2020, using a social prescribing approach to connect people with activities in parks.

- **Environmental health:**

- **Air quality:** Air quality in the Cally is in the worst 10% of that across the UK, and air pollution is a serious concern for residents. Poor air quality is a contributing factor in the onset or exacerbation of health conditions such as lung cancer, chest infections, heart disease and strokes. The air in Cally has high levels of nitrogen oxide, sulphur dioxide, and tiny particles that get into people's lungs. Road traffic is the single most important source of air pollution: Caledonian Road is a major through-route and is often congested, contributing significantly to poor air quality. The use of engines on boats moored on the Regents Canal creates localised air pollution, affecting nearby residents and towpath users.
- **Housing:** Housing conditions are generally good, however overcrowding and poor-quality housing conditions particularly in the private-rented sector have a negative impact on the health of local people.
- **Pedestrian and cyclist safety:** Less than a third of residents in Caledonian ward (32%) have a car, a lower percentage to Islington (35%) and London as a whole (58%). Levels of car ownership varies across the area: for residents of Bemerton Estate it is 27%. Despite Cally residents' relatively low levels of car ownership, too many streets in the area are dominated by traffic, and unsafe or unwelcoming to pedestrians and cyclists. There is a lack of clear walking and cycling routes, particularly going east to west, and opportunities to improve the infrastructure for cycling. In 2019, collisions seriously injured a cyclist on Copenhagen Street and a pedestrian on Hemingford Road. The social and environmental benefits of reduced traffic levels on streets in the Cally was demonstrated during the spring 2020 lockdown. In September 2020, a 'school streets' scheme was introduced at all six primary schools in the area: a pedestrian and cycle zone that operates at school opening and closing times.

What are people's aspirations?

- **Reduced health inequality:** Improved health outcomes for people living west of the Cally Road and in south Barnsbury; in particular, reductions in preventable diseases associated with smoking, poor diet and physical inactivity.
- **A focus on prevention:** High-quality activities and services in community centres and green spaces, including food projects, physical activity and peer support groups, enable residents to reduce their risk of preventable diseases, improve their physical and mental health, try new things in a supportive environment, and build a sense of community.

- **Connected health and community services:** Stronger connections between GP practices, statutory, voluntary and community-based services enable residents, and people working with them, to know what support is available, where and when.
- **A public realm that enables walking and cycling:** Walking and cycling routes across Cally enable active travel, leisure and recreation. These routes are safe and inviting, and made appealing through the introduction of planting and public art.
- **Improved air quality:** Traffic control measures and increased walking and cycling lead to a reduction in traffic congestion and air pollution in Cally, creating a safer, cleaner environment for all.
- **Opportunities to exercise:** Everyone in Cally who wants to exercise can do so, with a range of opportunities that are inclusive of disabled people and those of different genders, ages and cultural backgrounds. Improved facilities in parks and a renovated gym and swimming pool help enable this.

What are we going to do?

A healthier environment

- **Safer streets for pedestrians and cyclists:** Islington Council will put in place measures to reduce traffic, redesign streets to make them safer, improve the public realm, and make walking and cycling easier for everyone in Cally. A new east-west cycle route will link Caledonian Road and York Way, with improved crossing points across Caledonian Road. The Cally Festival will source funding to create a new greenway from Bingfield Park to Thornhill Square. Potential additional east-west links will be explored. Signage will be improved to help residents and visitors find their way around the area easily. Cycle parking will be improved, with more places to park bicycles on Caledonian Road, and outside public buildings such as Jean Stokes Community Centre. The Cally Festival will work with Islington Council to install new cycle hoops at Freeling Street in summer 2021.
- **Eco-mooring zone on the Regent's Canal:** The Canal and River Trust and Islington Council will create a trial eco-mooring zone, covering two stretches of the canal that run through Cally: from Treaty Street to York Way, and Caledonian Road to Muriel Street. The 'eco-mooring' zone will include electric charging points along the towpath to provide an alternative to heating and power sources that cause local air quality issues. During the two-year trial (2021-23), no running of diesel engines or generators will be permitted, and boaters will be encouraged to move from burning solid fuels to using electricity.

Activities to support healthy lifestyles

- **Community food initiatives:** Copenhagen Street Food Bank and volunteers from Caledonian and Barnsbury Mutual Aid will work together to sustain the local food bank. With support from Islington Council and King's Cross Church, they will explore the idea of establishing a resident-led food cooperative. The redesigned Jean Stokes Community Centre will host a community café, a well-equipped kitchen and provide a space for cooking lessons and community meals. The Parent House will work with residents to create a Cally community cookbook, highlighting the range of culinary traditions in the area.
- **Walking groups:** The Parent House's walking project and the Cally Walkers group will engage residents who want to improve their physical wellbeing through walks in the local area. The Canal and River Trust will arrange guided walks themed around heritage and ecology and will provide recreational on-water activities to engage newcomers and local residents.
- **Parks for Health:** Learning from the pilot of the Parks for Health programme in Caledonian Park, Islington Council's Parks team will work with the community to ensure that parks are used for activities that help reduce health inequalities. The Parks for Health programme will put on a range of activities in parks that improve health and wellbeing, such as meditation, gardening and crafts.

Community health and wellbeing services

- **Strengthen social prescribing services:** Help on Your Doorstep will continue to deliver its Connect outreach service so that residents, particularly those at risk of poor health outcomes, can navigate local services better. When safe to do so, Help on Your Doorstep will start to knock on doors in the area again to help people connect with the services they need. Age UK Islington's social prescribing service will continue to link residents with services and activities in the Cally, with a particular focus on early intervention and prevention. Learning from the successful work that is taking place at Killick Street Health Centre, social prescribing approaches will be embedded across the Cally area.
- **Networking events:** Islington Council's Communities team will facilitate twice-yearly networking sessions that enable people working in statutory, voluntary and community sector organisations in Cally to meet and learn about each other's work. These informal sessions will improve practitioners' awareness of activities and services available in the area so that they can work more effectively together and help residents get the support they need.

- **Peer support:** Health workers, council staff and voluntary sector organisations working in Cally will encourage residents who are interested in setting up a peer support group and connect them with help to do so. This might include sharing toolkits and linking them with existing groups for guidance. Islington Council's Public Health team will provide training so that Cally residents can increase their understanding of issues related to mental health, employment and housing. This training will enable residents to have conversations with neighbours, friends and family about their health and wellbeing, and help them get the support they need earlier.

A thriving, connected local economy that works for everyone

What have people living and working in Cally said about the current situation?

- **Diversity of the high street:** Caledonian Road has a range of independent shops and businesses catering for the area's diverse community. Many of the retail units on the high street are rented from a single landlord. The two largest retail groups in the area are food and drink retailers and health and beauty. Although local shops cater to the needs and economic reality of the local community, some residents are concerned about access to and affordability of fresh foods such as fruit and vegetables. Wealth disparity in the area has led to some residents being concerned about gentrification, with a fear that newer shops are targeted at more affluent residents. High business rates and the impact of Covid-19 create a challenging economic context for many businesses on the high street.
- **Sense of place:** Cally has a strong sense of place that provides a good foundation for creating a thriving local economy. However, the high street lacks coherence as a shopping destination, with some residents travelling to neighbouring areas such as Nag's Head for shopping. Some residents, particularly those with mobility issues or using a pushchair, find it hard to navigate Caledonian Road due to street clutter on pavements and the volume of traffic on the road itself. Residents raised concerns about the visual appearance of some retail units and the number of units that are not in use.
- **Income and job security:** A third of residents of Caledonian ward live in neighbourhoods in the most deprived 20% of areas in England, compared to 24% in the whole of Islington. Some households in Cally have experienced multi-generational poverty. Compared to the whole of Islington, residents of Caledonian ward are more likely to be in jobs that pay less than the amount people need to live on. Low paid workers are more likely to be women, young people, black or from a minority ethnic group. Some residents are working in jobs which are insecure, and this has been exacerbated by the Covid-19 pandemic.
- **Unemployment:** Overall levels of unemployment benefit claims in Caledonian ward are similar to the whole of Islington. A slightly higher proportion of women in Caledonian ward claim unemployment benefits (6.4%) than the Islington average (6.0%). Although out-of-work benefit claims for young people aged 18 to 24 are lower in Caledonian ward (4.8%) than the Islington average (5.8%), people living and working in Cally are concerned about youth unemployment. Rates of unemployment, particularly for young people, have increased across the country as a result of Covid-19. In Cally, the proportion of residents claiming unemployment benefits increased from 3% in February 2020 to over 8% in March 2021.

- **Access to high-skilled jobs:** The Cally's proximity to central London and the area's strong transport links should enable residents to access the wealth of employment opportunities that the city has to offer. Very locally, the redevelopment of King's Cross has resulted in a high-skilled 'knowledge economy' emerging within walking distance from the Cally. However, deep-seated structural inequalities mean that many Cally residents do not benefit from these opportunities to the extent that they should.
- **Skills and qualifications:** A higher proportion of residents of Caledonian ward have no qualifications (21%) than the Islington average (17%), and a lower proportion of people living in the ward (39%) have qualifications at or above degree level than the Islington average (48%). The council's Adult Community Learning service provides courses to help adults in Cally improve their skills, including literacy and English language skills. Planned improvements to Jean Stokes Community Centre and West Library will provide opportunities to increase the number and range of courses for adult learners in Cally.
- **Help to find work:** There are a number of services which help residents to find work or a better job, including Islington Council's iWork team. Help on Your Doorstep's Connect service helps people to make plans and take steps to improve their prospects, including steps towards work or better work. Dedicated employment support for local young people includes Copenhagen Youth Project's employment and enterprise service, Light Project International's job search courses, and an employment advice service for young people with disabilities run by Scope. A new youth employability hub in West Library will enable young people in Cally to access a variety of services that will help them to find or sustain work, in a single location.
- **Help for those experiencing financial hardship:** Help on Your Doorstep's Connect service helps residents to access advice relating to debt, welfare benefits and financial hardship. This includes linking residents who need it with independent legal advice provided by Citizen's Advice Islington, Islington People's Rights and Islington Law Centre. The council's Income Maximisation (iMax) team works with residents across the borough to make sure they are receiving their correct welfare benefit entitlement and to help them understand the impact of work on benefit entitlement.
- **A voice for local businesses:** A newly-formed network of independent traders in the area, predominantly from the Caledonian Road, was established in June 2020. This network is supported by Islington Council's Local Economy officer for Caledonian and Barnsbury. The Trader's Association convenes on a monthly basis and is co-chaired by two local business

owners. This nascent group is developing as a platform for local businesses and a forum to promote constructive dialogue with the council on matters that affect businesses in the area. During the Covid-19 pandemic, Trader's Association members supported the Copenhagen Street Food Bank by providing surplus food.

- **Business premises and workspace:** Some businesses and organisations based in the Cally area are concerned about high rents and a lack of affordable workspace. The cluster of creative businesses located at Vale Royal and Brewery Road, including artists' studios, prop hire, production companies and filming spaces, have particular concerns about potential redevelopment proposals that may jeopardise light industrial floor space in the area.

What are people's aspirations?

- **A thriving, welcoming high street:** Caledonian Road has a range of shops that appeal to local people, with greater opportunities to get fresh produce locally, such as fruit and vegetables. The experience of local shopping is improved by a more coherent, decluttered high street with improved accessibility and crossing points for pedestrians, including those with mobility impairments.
- **More locally-owned small businesses:** There are more independent shops and businesses, and an increase in the number of employee or community-owned enterprises.
- **Affordable workspace:** Cally has good-quality workspace for a range of businesses and organisations, including appropriate space for creative ventures.
- **A connected business community:** The Cally Trader's Association is supported to grow and develop as a strong, active, inclusive forum which puts forward the collective voice of local businesses and engages in constructive dialogue with the council on matters that affect its members.
- **Economic security for local people:** Cally residents who are able to work can access secure, well-paid employment in the local area and London's wider economy, and are able to progress at work. Local people know, understand and can exercise their rights at work, with access to employment rights advice and trade union support where needed. Those who are unable to work can exercise their right to welfare benefits and be supported to avoid poverty and debt.

- **Improved skills of local people:** There are more opportunities for Cally residents of working age to improve their skills, including targeted support for young people not currently in education, employment and training. A broad adult learning and skills programme supports people to develop their literacy, language, numeracy and digital skills; to gain skills that will help prepare them for particular jobs or careers; and to develop aptitudes to help them flourish across their lives, such as communication skills, confidence and critical thinking.
- **A sharing economy:** A not-for-profit sharing economy enables residents to access a range of a goods, services and experiences that contribute to living a good life, at low or no cost, for example food cooperatives, community kitchens, tool libraries and book swaps.

What are we going to do?

Stronger independent businesses

- **Support for local businesses:** A dedicated Local Economy Officer for the Caledonian Road area will support local businesses to become more sustainable, including help to adapt as a result of Covid-19. The council will run online learning sessions for Cally businesses, providing guidance on topics such as accessing business support grants and promoting businesses online. Businesses will be offered a range of options to help them to transition to using cargo bikes. The Local Economy Officer will raise awareness of Adult Community Learning courses to employees of local small businesses who are Islington residents.
- **Cally Trader's Association:** The Cally Trader's Association will continue to meet regularly, creating opportunities for partnerships, sharing knowledge and strengthening local buying. The council will facilitate this new association as it grows in size and influence. Stronger relationships between traders, and between traders and the council, will help to facilitate local businesses buying and selling from each other, including larger businesses being supplied by smaller ones.
- **Shop Local campaign:** Islington Council's Inclusive Economy team will work with the Cally Trader's Association and local businesses to run a 'Shop Local' campaign to boost footfall on the high street. This will include targeted use of social media platforms to encourage residents from Barnsbury to shop on Caledonian Road. The council's partnership with 'Near Street' will help high street businesses get more trade from online shoppers, allowing people searching for products online to see where they are stocked locally.

- **Cally Market:** Islington Council's Inclusive Economy team will work with the Street Trading and Transport Planning teams to explore the feasibility of establishing a street market for Cally.

A more accessible and attractive high street

- Islington Council will undertake an audit with residents to identify high street improvements that improve accessibility and safety, particularly for those with mobility issues and families with children. This will include looking at pedestrian and cyclist crossing points, the condition of the pavement, drop curbs, obstacles such as signboards, waste management and drainage. Islington Council and Cally Trader's Association will explore ideas for improving the public realm, including improving shop fronts, wayfinding, replacing street furniture and improving cycle parking, and secure funding to make improvements.

All-ages employability support

- The council's iWork, Youth Employment Progression and Skills, Inclusive Economy and Adult Community Learning teams will support residents looking for work or better work, or who want to develop skills valuable for their working lives. Jean Stokes Community Centre and West Library will host a broad range of adult learning courses. The council's three-year LIFT programme will support residents to access training, paid internships, apprenticeships and jobs with tech, science and creative organisations based in the King's Cross 'Knowledge Quarter'. Young people in Cally will be able to access employability support at a new hub at West Library, which will open in winter 2021/22, and other locations in the area. Help on Your Doorstep's Connect service will undertake outreach, including door knocking, to link residents with opportunities to improve their employment prospects.

Support for residents on low incomes

- **A living wage:** The council's iWork and Inclusive Economy teams will broker local employment opportunities, helping Cally residents get secure jobs which pay a wage they can live on. They will work with small businesses in Cally to encourage them to pay at least the London Living Wage.
- **Benefits, debt and other advice:** Help on Your Doorstep and Citizen's Advice Islington will provide navigation and advice services for Cally residents at Jean Stokes Community Centre when the centre reopens in early 2022. This will include advice and support with welfare benefits, debt, gas and electricity payments, and help for those facing difficulties with their employer or landlord. Citizen's Advice Islington will run 'know your rights' sessions for people living and working in Cally.

Sharing economy initiatives

- The council will support the creation of cooperatives, including around food. King's Cross Church will explore 're-use and recycle' schemes that reduce the cost of living and reduce waste, including for digital devices. Improved spaces at Jean Stokes Community Centre and West Library will host sharing economy initiatives, for example a community kitchen, book swaps, and 'libraries of things' that help residents, businesses and other local organisations to access things they need in an environmentally sustainable and economical way.

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Resident Impact Assessment

We are Cally Plan

Service Area: Community Wealth Building and Communities Team – Fairer Together

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

The We are Cally Plan has been developed to provide a coherent collective vision and action plan for the area around Caledonian Road for the next three years. The plan and associated governance arrangements are intended to take a place-specific approach to delivering against the priorities identified by residents and stakeholders, whilst also proving mechanisms for public accountability.

The plan lays out shared ambitions for Cally by 2024 and the actions that will be taken to get there, across five thematic areas:

- Better opportunities for children, young people and families
- A thriving, connected local economy that works for everyone
- Attractive, well-used public spaces
- Improved health and wellbeing
- A strong community with a sense of belonging

The We are Cally Plan takes the assets and strengths of the community as a starting point. The development and delivery of the plan require cross-sector collaboration: between Islington Council, other public agencies, voluntary and community sector organisations, and residents. This includes sharing local knowledge and insight, practical partnership work aimed at improving outcomes, and working together to make best use of resources.

The We are Cally Plan has been informed by six months of engagement with people living and working in Cally. Online workshops in autumn 2020 brought together elected representatives, council officers, voluntary sector organisations and statutory sector partners, supplemented by roundtable discussions and one-to-one meetings to gather additional insight. In parallel, council officers from the council's Communities team have facilitated resident engagement around the plan, through one-to-one and small group conversations. Residents contributed thoughts and ideas at a ward partnership meeting in November 2020.

In May 2021, the council will launch the We Are Cally Community Fund. Some of the fund will go to established local charities so they can develop projects which address some of the issues identified in the plan. There will also be grants of up to £500 available to groups of residents who have an idea that they want to put into practice.

It is proposed that a new We are Cally stakeholders' group is established with responsibility for:

- Co-ordination of the delivery of the We are Cally Plan, to ensure that what has been committed to by the council and voluntary, community and statutory sector organisations, happens.
 - Identifying new work that is required to respond to changing local need, determining any changes to actions laid out in the plan, and ordering priorities on an ongoing basis.
 - Reporting on progress in each thematic area of the We are Cally Plan to residents and other stakeholders at Ward Partnership meetings, to ensure accountability to residents.
 - Receiving periodic updates from ongoing projects in Cally, ensuring they remain on track and joined-up.
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2. Resident Profile

'The Cally', an area covering the Caledonian ward and the south of Barnsbury ward, is a distinctive part of Islington with a strong sense of place, community and local pride. The Cally has approximately 20,000 residents. Some local families have lived in the area for generations. Others have moved more recently: to find work; to join family; to study; to build a better life.

In contrast to the high-growth cluster of Kings Cross Central to the west and the affluent parts of Barnsbury to the east, much of the area consists of publicly-built high-density housing estates. It is a collection of neighbourhoods where people of different cultures and backgrounds live and where extremes of material wealth co-exist. The seven-year difference in the life expectancy of male residents of affluent parts of Barnsbury and those living on estates west of Caledonian Road and in south Barnsbury is a stark measure of local inequality.

In the 2011 Census, a slightly lower percentage of Cally residents defined themselves as White British (44.1%) than the Islington average (47.7%). The area has a higher proportion of residents that describe themselves as Asian (13.2%) compared to the Islington average (9.2%) and a slightly higher proportion of residents that describe themselves as Black (13.7%) than the Islington average (12.8%). The Cally area has a higher proportion of Buddhist (1.4%) and Muslim residents (13.1%) than the Islington average (1% and 9.5% respectively).

Although the area has a large working age population (74.6%), there is slightly higher proportion of 'pensioner households' (11.4%) than the Islington average (10.3%) and double the level of student households (2.8%) than the Islington average (1.4%).

Compared to the whole of Islington, residents of Caledonian ward are more likely to be in jobs that pay less than the amount people need to live on. Low paid workers are more likely to be women, young people, black or from a minority ethnic group. Some residents are working in jobs which are insecure, and this has been exacerbated by the Covid-19 pandemic.

Overall levels of unemployment benefit claims in Caledonian ward are similar to the whole of Islington. A slightly higher proportion of women in Caledonian ward claim unemployment benefits (6.4%) than the Islington average (6.0%). In Cally, the proportion of residents claiming unemployment benefits increased significantly from February 2020 (3%) to March 2021 (8%).

A higher percentage of the population in Cally (7.2%) are in receipt of Personal Independent Payments compared to the Islington average (5.6%).

The 2011 Census did not include information on sexual orientation.

3. Equality impacts

The objectives and actions detailed in the We are Cally Plan seek to improve outcomes for Cally's diverse community, particularly by advancing equality of opportunity and fostering good relations.

The resident and stakeholder engagement highlighted a number of equalities issues, in particular:

- A lack of youth work provision for girls and young women.
- Marked differences in the quality of green spaces adjacent to housing estates in contrast to those in affluent areas of Barnsbury.
- The disproportionate impact of Covid-19 on black and minority ethnic groups, and the ways in which the pandemic has exacerbated existing health issues.
- Access to and affordability of healthy food for residents on lower incomes.
- Lower levels of car ownership of residents of social housing estates in the area, who are impacted by the negative impacts of road traffic.
- Residents of Caledonian ward more likely to be in jobs that pay less than the amount people need to live on than across Islington, with low paid workers more likely to be women, young people, black or from a minority ethnic group.
- Many Cally residents not benefitting from the opportunities created by development at Kings Cross, including in higher-paid job roles.
- A higher proportion of residents of Caledonian ward with no qualifications (21%) than the Islington average (17%), and a lower proportion of people living in the ward (39%) with qualifications at or above degree level than the Islington average (48%).

The actions detailed in the We are Cally Plan seek to address issues of inequality of opportunity and inequality of outcomes where these have been identified, for example:

- Additional youth work opportunities for girls and young women.
- Supporting children and parents and carers to access additional help they need as a result of the pandemic.
- Targeted work with bilingual and multilingual families.
- Improving access to good-quality green spaces, with facilities for the whole community
- Using parks and open spaces for activities that help reduce health inequalities.
- Social prescribing and outreach services that help residents at risk of poor health outcomes to navigate local services better.
- More opportunities for Cally residents of working age to improve their skills, including targeted support for young people not currently in education, employment and training.
- Supporting residents on low incomes, including to access jobs that pay a living wage, and advice to help residents on low incomes or benefits to avoid poverty and debt.
- An audit to identify high street improvements that improve accessibility and safety, particularly for those with mobility issues and families with children.

There are a range of objectives and actions that will enable good relations to be fostered between and across diverse communities in Cally, including:

- Voluntary sector organisations, community groups and Islington Council will work together to coordinate a programme of community activities, designed with resident input, that reflects the needs and interests of Cally's diverse community and enable residents to come together with a common purpose.
- Residents will have opportunities to engage in community life, including community-led action, volunteering, setting up resident groups, or influencing local decisions. Across these opportunities, consideration will be made of how to engage and include people who don't usually have their voices heard.
- The Cally Festival will continue as a flagship community event each June, celebrating the vibrant culture of the area.
- Older people of different backgrounds will feel there is 'something for them' locally, with activities aimed at older people reflecting the diversity of the community.

No negative equalities impacts have been identified this proposal.

When establishing the governance arrangements, attention needs to be paid to the diversity of the We are Cally stakeholder group, so that this is as reflective of possible of the wider Cally community.

4. Safeguarding and Human Rights impacts

a) Safeguarding risks and Human Rights breaches

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

If potential safeguarding and human rights risks are identified then please contact equalities@islington.gov.uk to discuss further:

Safeguarding

Where work outlined in the We are Cally Plan involving work with children and vulnerable adults is carried out by council services, the council's safeguarding policies and procedures will apply.

Voluntary sector organisations who receive funding from the council will have to evidence their safeguarding practices as part of the expected minimum standards, checked before funding is awarded. Organisations will be monitored during the funded period.

Human Rights

No human rights breaches have been identified that may occur as a result of this proposal.

Some of the activities in the plan will support residents to exercise some of their human rights, particularly freedom of association and assembly and freedom of expression, and social rights such as access to quality public services, access to education, access to employment, and access to health services.

5. Action

How will you respond to the impacts that you have identified in sections 3 and 4, or address any gaps in data or information? For more information on identifying actions that will limit the negative impact of the policy for protected groups see the [guidance](#).

Action	Lead	Date
Ensure that due care and attention is taken to diversity when establishing governance arrangements	Caledonian and Barnsbury Ward Councillors; Communities team	From July 2021 – July 2024
Identify local needs and priorities on an ongoing basis, taking into account new insight including demographic data from the 2021 census	We are Cally group	Ongoing When 2021 census data becomes available
All voluntary and community sector groups receiving council funding to evidence safeguarding practices as part of minimum required standards	Communities team Youth and Play commissioning	When funding awarded

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

Staff member completing this form:



Signed:

Date: 21.04.21

Head of Service or higher:



Signed:

Date: 22.04.21

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

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Report of: Executive Member for Environment and Transport

Meeting of:	Date:	Ward(s):
Executive	27 May 2021	All

Delete as appropriate:		Non-exempt
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SUBJECT: CONTAMINATED WASTE AND WASTE CONTAINER CHARGES

1. Synopsis

- 1.1 It is proposed to introduce two new charges relating to contaminated waste and waste containers maintenance in order to deliver savings committed to in the Medium Term Financial Strategy (MTFS W&A11b- Annual Charge for Containers).
- 1.2 Currently, communal recycling bins contaminated with non-recyclable materials are emptied for no charge at a cost to the council. The proposal will offset the additional cost of collection for which there is currently no budget and improve the quality of recycling collected.
- 1.3 Large waste containers that are damaged throughout their working life are collected and sent for repair by the council. An additional charging structure has been developed which will remove this cost to the council, provide assurance to container owners and will generate further income to deliver the saving. This scheme does not apply to any assets of Islington's housing department which already have mechanism in place for managing and replacing containers.

2. Recommendations

- 2.1 To agree the introduction of a charge to landlords for the cost of collection of contaminated recycling from communal properties, to be implemented as soon as practicable.

- 2.2 To agree to the introduction of a new repairs & maintenance scheme to waste container owners based on the £50 per annum model, to be implemented as soon as practicable.

3. Background

What is contamination?

- 3.1 Contamination is when non-recyclable items are put into recycling bins. We cannot empty contaminated recycling bins on the usual recycling collection round as it will contaminate the other items in the collection vehicle and may lead to whole loads being disposed of as waste, incurring additional collection and disposal charges.

What do we currently do with contaminated communal recycling bins?

- 3.2 When collecting emptying communal recycling bins, the collection crew will do a visual check of the bin for contamination. If the bin contains significant amounts of non-recyclable material, they will not collect and leave the bin unemptied and log a report that the bin was contaminated. The bin will then be collected by a separate refuse crew within 48 hours. The Recycling Team review the report logs and take interventions to educate and encourage residents not to contaminate the bins. On average, 60 recycling sites are reported by the recycling crews monthly as having contaminated bins (see appendix 1).

Why are we proposing a charge?

- 3.3 A separate refuse crew is required to return to the sites to empty the bins; this is at additional cost to the council and also incurs increased disposal costs. Additionally, North London Waste Authority (NLWA) are reviewing their charging process for managing contaminated recycling meaning that it will be in Islington's interests to ensure that the costs of dealing with this are recovered by the authority. There is a time lag in the crew reporting the bin and the second crew clearing the bin leading to full to overflowing bins remaining on site and potentially generating complaints. Good quality recycling that is in the bin will be disposed of as waste due to the extent of the contaminated waste. It is anticipated that a charge will encourage managing agents and landlords to work with us to proactively engage with their residents to raise awareness of recycling and to reduce levels of contamination. Benchmarking has identified that other local authorities are making a charge for the collection of communal contaminated waste (see appendix 2). The average charge per bin is £38.75.

Who will be charged?

- 3.4 It is proposed that a charge will apply for the collection of contaminated recycling to landlords of all properties where communal recycling bins are provided (council housing, private and social landlords). The charge will not apply to properties using green recycling boxes or clear recycling sacks as contamination in these instances is less frequent and impactful and does not require an additional resource to clear, as non-recyclable material is simply left in the box for the householder to clear.

Waste Container Repair Scheme

- 3.5 In areas where most practical, the council requires waste storage to utilise Eurobins. These are metal wheeled bins with four wheels conforming to British Standard BS EN 840: 1997. They have a fixed lid, which can also be locked where required.
- 3.6 Based on up-to-date waste collection schedules the borough has 4854 waste containers (sized at 1,100ltr or 1,280ltr) used to collect either residual household, recycling household and chargeable household waste types. This number excludes those on Islington Housing estates which are managed separately.
- 3.7 Over the course of their life these assets are exposed to particular stresses and strains, either being moved to and from their storage locations to the refuse collection vehicle (RCV) or via the lift to empty bins into the vehicle. Containers damaged in their day-to-day usage don't just represent a cost to the owner but also can raise health and safety issues with staff who empty them. Often waste and cleansing related issues arise where bins are damaged and cannot be properly emptied further impacting residents or commercial customers who rely on timely and effective clearance of waste.
- 3.8 Presently where containers are repaired, this cost is born by Street Environment Services despite the fact the containers are purchased and owned by the housing association/managing agents where they are based. This cost equates to around £105 per container, or a £37,516 gross expenditure. In some instances where a container is damaged and no longer serviceable the asset owner will be required to purchase a new container thus incurring greater costs than if they had had the option to repair the fault. In order to mitigate this cost a repair maintenance scheme is suggested to add an annual charge to be added to the cost of bins on an annual basis. This charge will mitigate the cost to the council, provide additional revenue and will offset larger costs to asset owners should their container be damaged.

Proposal Contamination Charge

- 3.9 It is proposed that the following actions and charges are implemented:
- 3.10 A section 46 notice (EPA 1990) is issued to all occupiers (landlords and/or managing agents) of properties that use communal recycling bins setting out how to present their waste and recycling for collection and which containers to use.
- 3.11 The recycling container crews continue to report bins that contain in excess of a minimum threshold of non-recyclable material. All recycling crews will undertake a 'toolbox talk' or group discussion on what constitutes contamination. They will identify the number and location of the bins on their reporting sheet with photographic evidence of the contamination.
- 3.12 The occupier (managing agent or landlord) will be communicated with to inform them that their recycling bin has not been emptied due to contamination and will be emptied subject to payment of a £47.14 charge (see 3.14 below). If the occupier fails to pay the fee, the contaminated bin will not be emptied. Alternatively, the landlord will be invited to remove the contaminated material themselves and the recycling bin will be emptied as normal on the next scheduled collection day. If the landlord fails to pay for or

remove the contamination within a timely period, a community protection notice (CPN) will be served to prevent the contaminated bin negatively impacting the community and to ensure compliance with the contamination charging scheme.

3.13 The Recycling Team will continue to proactively communicate with households at locations with contaminated bins to improve the quality of recycling and reduce contamination. However, we expect the charge to incentivise landlords to take their own actions to reduce contamination. A range of resources will be made available to landlords to support them in engaging with their own residents to drive down levels of contamination at the properties they manage.

Breakdown of proposed charge

3.14 The rate of charge has been calculated as follows:

Crew costs x 1 hr x 1.5 OT rate	£41.91
Collection cost	£5.22
Total cost	£47.14

3.15 Based upon existing volumes of contaminated bins (125 per month), it is anticipated that the charge could potentially generate £70,710 annually. However, the charge is also expected to drive levels of contamination down, reducing the revenue benefit over time.

3.16 The Waste Reduction and Recycling Plan (RRP) sets out the following in relation to contamination:

‘We want to increase the proportion of waste that is recycled, but also the quality of recycling that is collected. If there are significant amounts of non-recyclable material in a recycling bin, it could result in the contents of the bin being disposed of.

- We are tackling this in several ways. Islington has led the development of a new design of recycling lid that reduces contamination at communal recycling sites. We will continue to use these bins to improve the quality of recycling collected.

- Islington, with its NLWA partners, has launched a ‘bin your nappy’ campaign, highlighting the problem of nappy waste in recycling bins, getting manufacturers to make the labelling on their product clearer and encourage residents to put nappy waste in the rubbish bin, not the recycling bin.

- We are also tackling contamination through better communications and bin labelling, direct and targeted communications to householders where the problem occurs, and through working with caretakers and housing providers to help identify and address problems locally.’

The proposed charge would support the work outlined in the RRP by improving the quality and quantity of material collected for recycling.

Proposal Container Repair

- 3.17 The scheme will be introduced initially by writing to all owners of assets stating that the cost of maintaining containers is currently born by the council and that the new scheme will replace this and where container owners are not bought into the scheme we will no longer offer a repair for a faulty asset. The scheme will cover damage only and not loss. Assets which become unserviceable will require a new asset to be purchased increasing the cost to the container owner. Based on the 2019/20 repair figures this would have costs container owners £165,000. Commercial waste, which currently manage the sale of assets to different housing organisations and trade customers, will manage the sign-up to the scheme going forward.
- 3.18 Owners with current assets in place will be contacted in writing to inform them of the scheme, whilst owners looking to purchase new containers will be offered contracts at the point of purchase of a new asset. The charging structure is based on an annual per bin cost.
- 3.19 Different pricing structures have been modelled with assumed sign-up rates to estimate the overall impact of the scheme on container owners. The assumptions considered in the below include a seven year life-span of a metal container. The cost of a new container is based on Islington's own container charge of £466 per 1,100ltr.

	£30 pricing structure	£40 pricing structure	£50 pricing structure
Sign-up required to net cost	20% minimum sign-up	15% minimum sign-up	12% minimum sign-up
Years to cover repair fee	3 1/2 years	2 1/2 years	2 years
Saving if bin is repaired rather than replaced	£256.00	£186.00	£116.00

- 3.20 Using the same assumptions additional income has been estimated based on different levels of sign-up to the scheme.

	£30 pricing structure	£40 pricing structure	£50 pricing structure
Additional Income P/A based on 30% sign-up	£6,169.90	£20,731.90	£35,293.90
Additional Income P/A based on 40% sign-up	£20,731.90	£40,147.90	£59,563.90
Additional Income P/A based on 50% sign-up	£35,293.90	£59,563.90	£83,833.90

- 3.21 Each pricing structure will have an impact on the “offer” to container owners however, each structure has been devised to ensure containers on the repair scheme will cost less (over a seven year period) than the cost of purchasing a new container during this time.

The £50 per annum model is recommended as that which optimally supports the required savings as well as providing value to asset owners.

Currently repairs of containers are delivered via our eurobin supplier UKCM with the assets themselves collected from across the borough and stored in a central point awaiting collection. This will be maintained for the present though the service is actively looking at means to bring some of this function in-house avoiding some of the current cost of repairs and possibly reducing the time damaged assets are removed from operations.

4. Implications

4.1 Financial implications:

The MTFS W&A11b saving has a savings target of £237k from 2021/22. It is proposed that a charge of £47.14 is made to cover the additional cost of collection of contaminated bins. At current levels of contaminated bins, this new charge would generate an income stream of around £70k per annum. It is expected that the introduction of a charge will decrease contamination levels and consequently this income stream is expected to fall but will be offset by decrease disposal costs associated with increased recycling opportunities.

Paragraph 3.19 sets out different charging scenarios for a container repair service. Depending upon take-up and pricing structure it is anticipated that this could generate an income stream of between £6k - £84k.

These two new charges are expected to generate a maximum saving of £154k which leaves £83k shortfall against the £237k target.

4.2 Legal Implications: Contaminated Recycling Bins

The council is under a duty to arrange for the separate collection of at least two types of household recyclable waste (either together or co-mingled) from households (section 45A, Environmental Protection Act 1990).

Normally the council is under a duty to collect household recyclates free of charge. However, the council may, by notice require householders to put particular recyclates into recycling bins and not other general household waste. If a householder does not comply with such requirements and contaminates a recycling bin by putting in general waste then the council is not obliged to collect waste in that bin (section 46(11)).

In these circumstances, the council may make a collection charge if it is requested to collect waste from a contaminated waste recycling bin. The charge may be sufficient to meet the cost of collection (section 93 Local Government Act 2003).

Container Repair Scheme

The council may, by notice require householders to provide receptacles for the storage of household waste and recyclates. The notice may contain provisions in respect of the maintenance of those receptacles. There is no obligation on the council to maintain receptacles belonging to the householder. However, the council may agree with the householder to maintain their receptacle(s) at a charge that reflects the reasonable cost to the council of their maintenance (section 46 EPA 1990 and section 93 LGA 2003).

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

The introduction of a contamination charge is likely to have a positive environmental impact, as it should reduce contamination of recycling bins. This reduction in contamination will mean increased recycling rates (reducing the environmental impact of alternative disposal methods) and a reduced number of trips made by the refuse crew who empty contaminated bins, reducing vehicular emissions and congestion. The container repair charge is unlikely to have any significant implications.

4.4 Resident Impact Assessment:

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

A Resident Impact Assessment was completed on 26/02/2021 and is appended. No negative impacts on residents were identified.

5. Reason for recommendations

- 5.1 These recommendations have been put forward to support the delivery of MTFs savings W&A11b. Without these new charges being in place this saving will be at risk of delivery.

Appendices

- Appendix 1- Number of contaminated bin report
- Appendix 2 – Local authority benchmarking
- Appendix 3 – Resident Impact Assessment

Final report clearance:

Signed by:



11.5.21

Executive Member for Environment and
Transport

Date

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Appendix 1 – Number of contaminated bin reports

Date	Number of sites where contaminated bins reported	Number of bins contaminated (reported or estimate).
05/12/2020	2	6
07/12/2020	2	6
08/12/2020	8	16
09/12/2020	2	4
10/12/2020	1	2
11/12/2020	1	2
14/12/2020	1	2
15/12/2020	8	16
14/12/2020	1	2
11/12/2020	1	2
10/12/2020	1	2
09/12/2020	2	4
08/12/2020	5	10
17/12/2020	2	4
18/12/2020	1	4
22/12/2020	2	5
23/12/2020	4	8
28/12/2020	4	8
29/12/2020	8	16
31/12/2020	2	3
04/01/2021	2	3
Total	60	125

Appendix 2 – Local authority benchmarking

Authority	Charge	Detail/Council comment
Manchester City Council	£15	Charge per bin and managed through contractor.
Cambridge City Council	£30	Charge per bin. Email to request collection of contaminated bin.
Wigan Council	£20	Charge per bin. You can report your contaminated bin to Wigan Council and we will empty it on one occasion only. In doing so, we will place the household under s46 of the Environmental Protection Act, which means that if you put contaminated bins out in the future, you may face a fine and/or prosecution. Online form to pay for bin collection.
Watford Council	£90 (1100) or £68 (240)	Charge per bin. Call to book. It is the responsibility of managing agents and landlords to arrange for contaminated recycling bins to be emptied - this can be arranged with Veolia (see above costs) or independently through a registered waste operator.
Solihull	Charge on adhoc basis if managing agent does not clear contamination.	Where a communal rubbish/recycling or garden waste container is found to be contaminated with excluded items it will not be emptied. It will be the responsibility of the Managing Agent/Housing Association/Landlord/Residents to arrange for the offending materials to be removed before the bin will be emptied on the next scheduled collection day. On rare occasions the collection crews may clear communal bin areas, for example if clearance is required to gain access to service the bins, which would otherwise pose a health and safety risk. Where this occurs, the council reserves the right to recoup any costs incurred as a result of the clearance process from the Managing Agent/Housing Association/Landlord/Residents.
Eastleigh	Unknown	If recycling bins are contaminated with non-recyclable items or any bins are not accessible, then your landlord will be contacted and we will be unable to collect the bin(s).

Resident Impact Assessment

Title of policy, procedure, function, service activity or financial decision: Waste & Waste container charges

Service Area: Street Environment Services

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

To introduce two new charges to deliver on approved savings on contaminated waste charges and a container repair scheme for waste containers. The contamination charge aims to recover the cost to the council of clearing contaminated recycling bins and aims to improve the quality of household recycling. The repair scheme aims to reduce the cost to the council of repairing large waste containers by introducing an annual repair charge against each eurobin.

2. Resident Profile

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

		Borough profile	Service User profile
		Total: 206,285	Total: 206,285
Gender	Female	51%	51%
	Male	49%	49%
Age	Under 16	32,825	32,825
	16-24	29,418	29,418
	25-44	87,177	87,177
	45-64	38,669	38,669
	65+	18,036	18,036
Disability	Disabled	16%	16%
	Non-disabled	84%	84%
Sexual orientation	LGBT	No data	No data
	Heterosexual/straight	No data	No data

Race	BME	52%	52%
	White	48%	48%
Religion or belief	Christian	40%	40%
	Muslim	10%	10%
	Other	4.5%	4.5%
	No religion	30%	30%
	Religion not stated	17%	17%

3. Equality impacts

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

- Is the change likely to be discriminatory in any way for people with any of the protected characteristics?

No, the chargers will be levied against landlords in both instances so will have no direct impact on residents.

- Is the proposal likely to have a negative impact on equality of opportunity for people with protected characteristics? Are there any opportunities for advancing equality of opportunity for people with protected characteristics?
- No, the chargers will be levied against landlords in both instances and will not raise any equality of opportunity issues.
- Is the proposal likely to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Islington? Are there any opportunities for fostering good relations?
- No, the chargers will be levied against landlords and will not impact residents more generally.
- Is the proposal a strategic decision where inequalities associated with socio-economic disadvantage can be reduced?
- No

4. Safeguarding and Human Rights impacts

a. Safeguarding risks and Human Rights breaches

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

N/A

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

5. Action

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

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

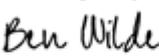
Action	Responsible person or team	Deadline
N/A	N/A	N/A

Please send the completed RIA to equalities@islington.gov.uk and also make it publicly available online along with the relevant policy or service change.

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

Staff member completing this form:

Head of Service or higher:

DocuSigned by:

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Signed:

Signed:

Date: 26/02/2021

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

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Report of: Executive Member for Environment and Transport

Meeting of:	Date:	Ward(s):
Executive	27 May 2021	All

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SUBJECT: ALLOTMENT POLICY – RENEWAL OF TENANCIES

1. Synopsis

- 1.1 In 2011, the Executive agreed a new Allotment Policy for the borough. Policy 3 stated, "New allotment holders will be told that their annual agreements will not be extended past ten years."
- 1.2 In 2017, allotment holders affected by the ten year rule started to make representations to Councillors and to Jeremy Corbyn MP, and it was agreed that the Council would consult on Policy 3, the ten year rule.
- 1.3 The consultation showed the majority of responders did not support this rule.

2. Recommendation

- 2.1 To agree that Policy 3 is removed from the Allotment Policy. Policy 3 stated, "New allotment holders will be told that their annual agreements will not be extended past ten years."
- 2.2 To agree that the removed policy will be replaced by a new policy that that will state, "Allotment holders may continue to renew the tenancy on an annual basis subject to the Tenant's observance and performance of the covenants and the other provisions contained in the annual agreement".

3. Background

- 3.1 In 2011, the Executive agreed an Allotment Policy for all Council controlled allotments in the borough.
- 3.2 The reason the policy was brought in was that in 2010 there were over 270 people on the waiting list and at the time only 57 allotment plots available. This meant that the average waiting time for a plot was approximately 14 years. The allotment waiting list had also been closed since 2006 to new entries.
- 3.3 The rationale for the policy was that this would help reduce the time people spent on the waiting list, as previously plot holders are offered an annual agreement every year unless they moved out of the borough, were incapable of maintaining the plot or passed away. This meant that the average time a plot holder had the plot was over twenty years. Given the small number of plots available and the length of the waiting list, this was not considered sustainable. Existing tenants remained on the annually renewable leases.
- 3.4 Within the overall Policy, Policy 3 stated, "New allotment holders will be told that their annual agreements will not be extended past ten years."
- 3.5 In 2017, allotment holders affected by the 10 year rule started to make representations to Councillors and to Jeremy Corbyn MP that this policy was both unfair and to the detriment of the allotment communities and sites, and that it should be revoked.
- 3.6 Between 2011 and 2017 we have been able to increase the number of allotment plots through dividing larger plots as they become available. Currently we have a total of 73 plots available.
- 3.7 In April 2019, the Council agreed to conduct a consultation with all allotment plot holders and all those on the waiting list regarding views on the ten year rule and other aspects of food growing.
- 3.8 The Parks Service consulted with all current allotment holders and all those that are currently on the Allotment Waiting List.
- 3.9 The consultation took place in March 2020. A total of 57 responses (30% response rate) were received. The result was that 28% of responders were in favour of the ten year rule and 72% did not support it. It was also noted that of those that responded from the waiting list, 43% were against it too. A full consultation report is attached at Appendix 1.
- 3.10 In addition to noting the strength of opinion on removal of the ten year rule, we have listened to the feedback received from the allotment community on the impact that losing the allotments will have on them individually and on the wider allotment community.

As a result, the Parks Service recommend withdrawing the 10-year rule and converting all existing licences to lifetime licences. The licences will still be subject to the annual renewal and the allotment holders will need to ensure that they can maintain the plots to the standards required in the licence or risk having the licence cancelled.

To ensure we can continue to provide more food growing opportunities within the borough the parks service will focus on developing a Community Gardening and Food Growing Strategy for the borough with the aim of increasing opportunities for the community to grow food in parks, housing estates and public realm land across the borough.

We will also continue to actively seek additional opportunities to create new allotments through re-sizing of existing allotment plots when tenancies are ended and through identifying new land that could be converted to allotment. Finding new land for allotments will be a challenge in Islington due to the lack of space and demand for new housing. Despite this challenge the Council is committed to looking at creative new ways to cover come this challenge where possible as the provision of allotment plots plays a key part in the Council's agenda to build healthier communities and promote healthy living and to become a Zero Carbon Borough by 2030.

4. Implications

4.1 Financial implications:

There are no financial implications.

4.2 Legal Implications:

There are no legal implications arising out of the proposed change which does not affect the Council's statutory duty under Section 23 of the Small Holdings & Allotment Act 1908 to provide a sufficient number of allotments to meet demand for the same.

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

There are no environmental implications from changing this policy as it does not alter the use of the space in any way.

4.4 Resident Impact Assessment:

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

A Resident Impact Assessment was completed on 12th August 2020 and the summary is included below. The complete Resident Impact Assessment is appended (Appendix 2).

It is not possible to know if people on the waiting list have protected characteristics as this information is not provided at the time of applying. It is reasonable to assume that it is likely that there are people with protected characteristics on the waiting list and this policy change will result in longer waits for them to receive an allotment.

However based on the submissions from current allotment holders (some of whom have protected characteristics), we feel that the impact of the loss of an allotment for the people that will lose their plot and the impact on the allotment community around them, will outweigh the impact of the delay in receiving one.

We will mitigate the impact on those on the waiting list and those not yet on it, by developing a Community Gardening and Food Growing Strategy for the borough with the aim of increasing opportunities for the community to grow food in parks, housing estates and public realm land around the borough.

5. Conclusion and reason for recommendations

Based on the feedback received as part of the consultation, there is clear opposition to the ten year rule (72% of responses against it). It was also noted that of those that responded from the waiting list, 43% were against it too.

As a result, the Parks Service recommend withdrawing the 10-year rule and converting all existing licences to lifetime licences. The licences will still be subject to the annual renewal and the allotment holders will need to ensure that can maintain the plots to the standards required in the licence or risk having the licence cancelled.

Appendices

- Appendix 1 – Consultation Report
- Appendix 2 – Resident Impact Assessment

Background papers: None

Final report clearance:

Signed by:



11 May 2021

Executive Member for Environment and
Transport

Date

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Consultation regarding the 10-year agreement rule in the Allotment Policy

August 2020

Background

In 2010 when the Council reviewed its allotment policy it put in place an innovative new policy to try and increase the opportunities for people to have access to an allotment plot. This included reducing the size of plots and to limit new plots to a maximum of 10 year agreements. Policy 3 of the of the Islington Council's Allotment Policy currently states, "New allotment holders will be told that their annual agreements will not be extended past ten years."

This policy has been in place since 2010 and only applies to new allotment holders who received their allotments after 2010. However, as the time approaches for the first ten year leases to come to an end we have received a number of concerns about the impact of losing the plots on those that have invested 10 years in cultivating the plots and on the sites themselves as the allotment groups lose established members of their allotment community. As a result of concerns raised the Council consulted with all existing plot holders and everyone on the allotment waiting list to seek their views on the policy and how we might look to address this challenge.

The analysis of the results and the pros and cons of the 10-year rule must be viewed against the particular circumstances in Islington. Islington has the fewest number of allotments of any London borough and the demand, given that so few people have their own outdoor space, is considerable.

In 2010, there were 270 people on the waiting list. There are currently 115 still on the list and the people most recently given a plot had been on the waiting list for 14 years. Given that the last person on the waiting list went on in 2008 and we are currently only able to offer about 14 plots a year due to natural movement, it could be another 8 years before we reach the end of the list.

The Parks Service receives requests for allotments most weeks and when the time comes to re-open the waiting list, demand will be strong

Results

The survey (attached) was sent to 187 people and there were 57 responses so a 30% response rate. Of those, 43 (75% of responses) were existing plot holders and 14 (25% of responses) were on the waiting list.

16 of the responders (28%) supported the 10-year rule and 41 (72%) did not.

8 of the plot holders (19% of those that responded) supported the 10-year rule and 35 (81%) did not.

Of the 43 plot holders that responded, 31 are currently affected by the 10-year rule. Of those, 7 (23%) supported the 10-year rule and 24 (77%) did not.

8 of the people on the waiting list (57% of those that responded) supported the 10-year rule and 6 (43%) did not.

Analysis

The analysis of the survey can easily be broken down into the number crunching element and the qualitative element.

Two free text boxes were included in the survey. One asked the main reasons people gave for supporting, or not the 10-year rule and the other asked people to list the main benefits derived from having their plot.

An analysis of the free text was undertaken and the main points listed. Some responders made more than one point.

Below are the main reasons people gave for NOT supporting the 10 year policy	
Not fair, especially if maintaining the plot	26
The time to get the plot to a good productive stage	12
Loss of community & advice	10
Inability to grow long term crops	5
There should be other ways to manage the issue	3
All plot holders should have the same length of agreement	1

Below are the main reasons people gave for supporting the 10 year policy	
Length of time on waiting list	6
Fairer to all	3
There are so few allotments	1

Below are the main benefits derived from having their plot	
Growing good food	30
Mental well being	27
Feeling of community	24
Physical well being	21
Access to an outdoor space	19

Along with the completed surveys, a detailed response was submitted by the Chair of the Quill Street Allotment Society. There had been a meeting where all allotment holders in the borough were invited and it is believed that the response from the Chair was a good representation of the views of those present. The response indicates that the Allotment Society is against the 10-year rule.

Officer recommendation:

Officer recommendation:

Based on the feedback received as part of the consultation, there is clear opposition to the 10-year rule (72% of responses against it). What was interesting was that of those that responded from the waiting list, 43% were against it too.

While we still believe that the initial aim of the 10 year rule, which was to allow more people the opportunity to access an allotment (which are a valuable community assets), there are some unintended consequences in terms of impact on existing plot holders on the 10 year rule and wider allotment community.

As a result, the Parks Service recommend withdrawing the 10-year rule and converting all existing licences to lifetime licences. The licences will still be subject to the annual renewal and the allotment holders will need to ensure that can maintain the plots to the standards required in the licence or risk having the licence cancelled.

To ensure we can continue to provide more food growing opportunities within the borough the parks service will focus on developing a food growing strategy for the borough with the aim of increasing opportunities for the community to grow food in parks, housing estates and public realm land around the borough.

We will also continue to actively seek additional opportunities to create new allotments through re-sizing of existing allotment plots when tenancies are ended and through identifying new land that could be converted to allotments.

Finding new land for allotments will be a challenge in Islington due to the lack of space and demand for new housing. Despite this challenge the Council is committed to looking at creative new ways to cover come this challenge where possible as the provision of allotment plots and foodgrowing plays a key part in the Council's agenda to build healthier communities and promote healthy living and to become a Zero Carbon Borough by 2030.

Report Author – Barry Emmerson, Head of Parks

Resident Impact Assessment

Amendment to the Allotment Policy

E & R, Public Realm, Parks Service

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

1. To remove from the current Allotment Policy, Policy 3, which states, “*New allotment holders will be told that their annual agreements will not be extended past ten years.*”
2. This will allow existing plot holders to retain their plots until either they give it up voluntarily, it is taken away due to breach of the allotment agreement or the plot holder dies.

2. Resident Profile

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

		Borough profile	Service User profile
		Total: 206,285	Total:
Gender	Female	51%	54%
	Male	49%	46%
Age	Under 16	32,825	0
	16-24	29,418	0
	25-44	87,177	Unknown
	45-64	38,669	Unknown
	65+	18,036	Unknown
Disability	Disabled	16%	Unknown
	Non-disabled	84%	Unknown
Sexual orientation	LGBT	No data	Unknown
	Heterosexual/straight	No data	Unknown
Race	BME	52%	Unknown
	White	48%	Unknown
Religion or belief	Christian	40%	Unknown
	Muslim	10%	Unknown

	Other	4.5%	Unknown
	No religion	30%	Unknown
	Religion not stated	17%	Unknown

3. Equality impacts

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

For all the impacts below, there are positive impacts for the 73 people currently with an allotment plot but negative impacts for those people who are either currently on the waiting list or who will now never get an allotment plot. The removal of Policy 3 will mean that some plot holders may have their plot for thirty or forty years.

- Is the change likely to be discriminatory in any way for people with any of the protected characteristics? - Yes
- Is the proposal likely to have a negative impact on equality of opportunity for people with protected characteristics? Are there any opportunities for advancing equality of opportunity for people with protected characteristics? - No
- Is the proposal likely to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Islington? Are there any opportunities for fostering good relations? - No
- Is the proposal a strategic decision where inequalities associated with socio-economic disadvantage can be reduced? - No

It is not possible to know if people on the waiting list have protected characteristics as this information is not provided at the time of applying. It is reasonable to assume that it is likely that there are people with protected characteristics on the waiting list and this policy change will result in longer waits for them to receive an allotment.

However based on the submissions from current allotment holders (some of whom have protected characteristics), we feel that the impact of the loss of an allotment for the people that will lose their plot and the impact on the allotment community around them, will outweigh the impact of the delay in receiving one.

We will mitigate the impact on those on the waiting list and those not yet on it, by developing a Community Gardening and Food Growing Strategy for the borough with the aim of increasing opportunities for the community to grow food in parks, housing estates and public realm land around the borough.

4. Safeguarding and Human Rights impacts

a) Safeguarding risks and Human Rights breaches

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

If potential safeguarding and human rights risks are identified then please contact equalities@islington.gov.uk to discuss further:

5. Action

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

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

Action	Responsible person or team	Deadline
Development of a Community Food Growing Strategy and which will identify additional areas for community food growing in the borough	Barry Emmerson	April 2021

Please send the completed RIA to equalities@islington.gov.uk and also make it publicly available online along with the relevant policy or service change.

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

Staff member completing this form:

Signed: Barry Emmerson

Date: 12/08/2020

Head of Service or higher:

Signed: _____

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

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Director - Public Health

Meeting of:	Date:	Ward(s):
Executive	27 May 2021	All

Delete as appropriate		Non-exempt
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SUBJECT: PROCUREMENT STRATEGY FOR THE PROVISION OF SEXUAL HEALTH SERVICES FOR YOUNG PEOPLE

1. Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of Young People Sexual Health Services in accordance with Rule 2.7 of the Council's Procurement Rules.
- 1.2 This contract will deliver sexual health services, both building based and outreach, to young people aged 21 and under in the London boroughs of Camden and Islington.

2. Recommendations

- 2.1 To approve the procurement strategy for Young People Sexual Health Services as outlined in this report.
- 2.2 To delegate authority to award the contract to the Director of Public Health in consultation with the Executive Member for Health and Social Care.

3. Background

3.1 Nature of the service

Camden and Islington Public Health seeks to procure community sexual health services for young people in Islington and to do this in partnership with the London Borough of Camden. Currently these services are open access services for young people under the age of 25, but we will consider lowering this age limit in consultation with providers and service users. This is in response to feedback from the Joint Area Targeted Inspection which took

place in 2018 and noted issues with capacity which will need to be considered as part of this exercise. Sexual Health services include building based sexual health screenings, pregnancy tests and access to contraception, relationship and sex education in schools and other events, targeted support to groups of young people or individuals and sexual health outreach clinics into youth settings and other locations.

The contracts for these services come to an end on 31 March 2022 and there are no further options to extend. Insourcing is not a viable option (see options appraisal below) for these services due to the open access, clinical nature of the service that requires specific knowledge and expertise. Re-procurement of an external provider is recommended. The Public Health department has a mandatory duty to provide sexual health services. Best practice and NICE guidelines recommend that young people's services are provided separately to adults.

We are currently in the process of engaging with young people to gauge their feedback on the current service and have recently completed a round of "mystery shopping" with Islington's Children's Active Involvement Service. The Public Health Knowledge and Intelligence team is currently collating five (5) years of young people sexual health data to complete a needs assessment, and feedback will form part of decision-making and the new specification.

3.2 Estimated Value

These contracts will be funded through the ring-fenced Public Health Grant through Central Government.

The value of these contracts are £1,540,150 per year. Based on a contract length of nine (9) years, we estimate the values of the contract to be £13,861,355 with Islington contribution being in the region of £6,875,230.

The initial contract period will be for five (5) years with two (2) further extensions of up to two (2) years. This contract length will attract more bidders as well as allowing us a long period for further collaboration work with North Central London Boroughs.

Providers have already received in-contract budget reductions to support corporate and departmental savings targets. Further reductions will impact on their ability to run a safe and efficient service for young people, whilst meeting increased demand. Further budget reductions for this contract could lead to an increase in costs in other parts of the system which the Sexual Health Commissioning Team also manage the budget for. These additional services are activity based and using a tariff based payment system which will be more expensive than a block contract. A budget reduction of 1% would equal to £15k and would be the equivalent of losing a nurse on a 15 hour per week contract. This would reduce the capacity for running clinics which are already overstretched.

Benchmarking has taken place with surrounding North and East London boroughs which mirror Islington's population mix. The City of London and Hackney jointly commission a young people's sexual health service with a value of £515,000 per year, whilst Haringey's dedicated young people's contract has a value of £1m, but both have less activity than this contract.

We will engage with our North Central London (NCL) colleagues during the contract period to pursue joint commissioning of sexual health services as services develop.

We are considering different models of delivery such as a network or lead provider model option which may provide us with cost savings associated with pooled resources and centralised costs. Providers have indicated in response to a recent Prior Information Notice, that their preference is for a Network or Lead Provider Model. These models have been broken down in Appendix 1- Commissioning Models Table.

Prior to the COVID-19 pandemic, demand on young people's sexual health services had been exceeding capacity. Feedback from 14 young people (1 x under 18 and 13 x 18+) in the annual clinic survey showed that they would benefit from later opening times or longer opening times at the weekend, particularly if they were working. The Joint Targeted Area Inspection (JTAI) in 2018 noted queues for the clinic (due to the opening hours being organised around the standard hours of educational establishments) and clinics not prioritising those under 18. As a result, providers adapted the way in which they prioritised under 18s across the network. Since changes have been made to prioritisation, there have been no 'turnaways' of under 18s and all have been offered an appointment with one of the clinics when needed. With this in mind, savings would directly impact on an already stretched service.

The demand for Sexual Health services in Islington for the 18-25 population is impacted by the high student population. Islington is home to several sites of City and Islington College, London Metropolitan University, City University, University of North London and the London School of Business and Finance. Student population and limited clinic capacity in other commissioned clinics impacts on demand for services, particularly our Brook Euston service due to its central location near Kings Cross. With the possibility of a reduction of the upper age limit, from up to 25 to 21 and under, we should see a significant difference in clinic capacity, facilitating more people aged 21 and under to be reached by the service. Additionally we are considering the learning and experience obtained through COVID, with clinics rapidly introducing some telehealth / telephone-based services, which could offer additional ways to access services, dependent on need or age. Alternative provision is available for over 21's through other services.

The reduction of the upper age limit could enable providers to strengthen support to vulnerable and under-represented groups which include males (particularly black males), deaf and disabled young people and those for are LGBTIQI+.

Out of borough activity will continue to challenge us both due to capacity and financially as services are open access and young people, particularly from neighbouring and NCL boroughs, frequent Islington clinics. During 2017/18, Camden and Islington Young People's Sexual Health Network (CAMISH) saw 1,367 young people from NCL boroughs, in 2018/19 saw 1,078 young people and in 2019/20, 1,341. We will continue to work with NCL colleagues to develop future service delivery models and to encourage other boroughs to effectively publicise local provision with the aim of encouraging young people to attend their 'home' service.

We have requested a potential extension to the current contract of up to 12 months in the eventuality that COVID-19 has an impact on the capacity for smaller providers to bid. We will mitigate these risks by engaging with the incumbent providers now and requesting flexibility with their contract arrangements. Homerton University Hospital Foundation Trust have already confirmed their intention to support an extension if this were needed. During any potential extension period, we will continue business as usual and providers will be expected to continue with all activity as per their contract.

3.3 Timetable

27 May 2021	Strategy approved by Islington
Early June 2021	Strategy approved by Camden
Late June 2021	Contract opportunity advertised
August 2021	Evaluation/negotiation
December 2021	Contract award
1 April 2022	Start date for new contract

All contracts expire on 31 March 2022. There are no statutory deadlines associated with this contract.

A market engagement questionnaire has been issued via the London Tenders Portal. Additional market engagement will take place to help shape the procurement.

Consultation with young people has already begun and internally we have spoken to Public Health colleagues from both councils. Service users will be consulted on this procurement and will be part of the evaluation process. Further stakeholder consultation, and co-designing the specification with service users is built into the timetable.

3.4 Options appraisal

Commissioning options	
Outsourcing	<p>This option would require a full tender process to begin in Spring/Summer 2021. As there is a full market of sexual health providers, we are currently testing the market to see who would bid and for what models.</p> <p>A market testing exercise showed good interest from the market with providers indicating their preferred commissioning model being a Network or Lead Provider model.</p> <p>We will therefore procure the service by competitive tender with the option for negotiation with potential providers in order to improve the quality of the bids.</p>
Insourcing	<p>This option would only be beneficial for the Network Co-ordinator role as Sexual Health is not a suitable service to insource. The Council would not have the infrastructure in place to deliver this service. The Council does not currently deliver health services for residents and there is no identifiable directorate that a service like this would sit under. As a clinical service it requires clinical oversight and governance of practice and registration, training and development.</p> <p>Delivering a clinical and psychological service internally would require a longer time to mobilise.</p>

	<p>The majority of the staff team delivering this contract have NHS terms and conditions including agenda for change and TUPE rights.</p> <p>If we were to continue with a network model and the Network Co-ordinator role were insourced, the member of staff would be eligible for TUPE and the Council would be responsible for any related costs and potentially the transfer of NHS terms and conditions.</p>
Do Nothing	<p>This option would entail letting the current contracts run out, and therefore we would be left without any services from 1 April 2022.</p> <p>The impact of the service ceasing to exist would be approximately 7,000 young people not receiving a services including, STI testing and treatment, contraception, counselling, education and safeguarding opportunities</p> <p>We have a mandatory duty to provide sexual health service and NICE guidelines and best practice state that young people should have separate services to adults. All young people would need to be diverted to other services including GPs and adults services which are paid on tariff and therefore we would not be receiving best value for money.</p>

Our preferred route is to procure an external provider for this service via a competitive tender with the option for negotiation.

Camden and Islington currently collaborate on commissioning this service due to the open access nature of sexual health services and the transitory nature of our young people across boundaries. A benefit of the current collaboration is that the service is able to offer clinics across both boroughs for those that live and study or work between the two. The providers work together for the benefit of the network and offer for young people, bringing their expertise and specialism to the network. A network model is delivered by a group of providers who work towards individual and shared key performance indicators. The Network Co-ordinator brings these services together and helps to identify gaps in service provision and address these.

Ensuring an equitable offer across the boroughs also ensures consistency of access, and staff are able to flag concerns across the boroughs and clinics in regard to safeguarding, or any other issue affecting the services or young people. Collaborating across the boroughs and across services providers also enables us to provide a wider network of services and specialities than we would if we were using one a single provider in one borough.

The benefits of having services shared across Islington and Camden through the COVID-19 pandemic have been the flexing of services across clinics, when one clinic has had reduced capacity due to sickness or self-isolation. Drawbacks of working in collaboration for this service are few, and focus around duplication in terms of governance and decision making across boroughs, and having different IT systems.

3.5 Key Considerations

Social value

The Council is committed to shaping and promoting a local economy that is underpinned by the principles of equality, fairness, and economic, environmental and social justice. We will be requesting that providers seek to fill roles by advertising through the Council's iWork Team before going out to the wider market and will do the equivalent of this in Camden. We will be asking nursing and other clinical staff to attend careers days/talks at local schools and colleges to give advice on becoming a nurse/specialist nurse or other clinician and options for both public sector and private job opportunities. This will support both councils' core strategies around employment. Islington has high rates of economic inactivity and unemployment yet job density is the seventh highest in the country at 2.19 jobs per working age resident.

Whilst apprenticeships have been considered for these services, it has previously been agreed inappropriate considering the sensitivity of local apprentices delivering sexual health services to their peers. Therefore we will continue to ask providers to support young people in gaining valuable experience through co-production.

Providers will upskill back office staff to deliver an element of healthcare support including but not limited to pregnancy tests and sample collection in addition to providing sexual health and wellbeing advice. Staff will benefit from additional in-house training and upskilling which will enable them to progress in their career within the organisation or externally.

These social value opportunities will be included within KPIs and we will consider holding back a percentage of the contract value until KPIs are delivered. Will be looking to further develop social benefit through the procurement process.

A framework developed by both boroughs will be used to assess the social value award criteria as part of the partnership approach to this procurement, reflecting the priorities of both boroughs.

London Living Wage

London Living Wage will be a condition of these contracts where legally permissible.

Economic, social and environmental considerations

Economic, social and environmental sustainability will be considered as part of the evaluation and will contribute to the social value weighting. Examples could be low energy equipment, waste disposal, choices made within the supply chain, paper free working practices, use of local businesses.

Staff assigned to work on the existing contracts are likely to transfer to any potential new supplier pursuant to the TUPE Regulations.

3.6 Evaluation

This procurement will be conducted in accordance with the Public Contracts Regulations 2015, under Chapter 3 Section 7 Social and Other Specific Services (known as the "light touch" regime). Under Regulation 76 the council is free to establish a

procedure, provided the procedure is sufficient to ensure compliance with the principles of transparency, equal treatment of economic operators (service providers). The procedure will be based on the competitive procedure with negotiation, allowing for negotiation if deemed appropriate.

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

Our proposed award criteria will be based on, 30% cost, 70% quality. Islington Council have a commitment to social value and 20% of the quality award criteria has been allocated for this. Under-funding/staffing a service could lead to an unacceptable quality of service and therefore a higher percentage has been allocated to quality than to cost.

- Cost 30%
- Social value 20%
- Service outcomes and outputs 15%
- Partnership working 10%
- Quality of care and continuous improvement (best value)10%
- Safeguarding and relationship with risk 10%
- Co-production 5%

3.7 Business Risks

Business risks include providers being suitably skilled, experienced, insured and registered where appropriate to provide the services. There is a risk to the Council if these services are either not re-procured or no providers bid for them, that there would be no specific young people's sexual health services and/or other sexual health services may not be able to cope with demand, this is a statutory service There may also be pressure on budgets.

The main business opportunity is to promote and further develop partnership working across our providers and maximise potential and expertise from within each provider. Working within a collaborative model allows for smaller organisations to be a key provider whilst benefiting from the support of working with NHS Trusts and national organisations with access to larger business resources.

One challenge is ensuring we have secured appropriate clinic space particularly for our Islington service currently on Holloway Road. This property will not be available for the new contract. We are currently in the process of sourcing a new building to provide this service from 1 April 2022.

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

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

Relevant information	Information/section in report
1 Nature of the service	This service provides sexual health and wellbeing support, care, prevention and interventions to young people age 21 and under..
2 Estimated value	The estimated value per year is £1,540,150 million. The agreement is proposed to run for a period of five (5) years with an optional two (2) extensions of 'up to' two (2) years. The total lifetime of the contract will be nine (9) years and a total contract value of £13,861,355 with Islington Council's contribution being in the region of £6,875,230.
3 Timetable	As further described in this report.
4 Options appraisal for tender procedure including consideration of collaboration opportunities	We will continue to outsource this service with further collaboration during the course of the contract.
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	London Living Wage will be a condition of this contract. Best value has been considered and will be included in this procurement. The staff included in this contract will be eligible for TUPE.
6 Award criteria	We have allocated: 70% Quality (including 20% social value) 30% Cost
7 Any business risks associated with entering the contract	As further described in this report.
8 Any other relevant financial, legal or other considerations.	

4. Implications

4.1 Financial implications:

The Sexual Health Service is part of the Public Health (PH) Budget. The current PH budget for 2020/21 is £26.563m of which the current annual budget for the Young People Sexual Health Network Service is £1.540m. PH is funded through the Public Health Grant provided by PH England.

This report proposes:

- A new sexual health commissioned service costing £13.81m over a period of 9 years (£1.540m per annum)
- Islington will be liable for 49.6% of the costs due to the relative population demands on the service compared to Camden.
- The total contribution over the life of the contract would be £6.85m from Islington and the remaining £6.93m will be funded by LB Camden.
- The contract value is inclusive of a yearly 5% retention, released on a yearly basis if the providers meet their KPI targets.

If the PH Grant changes substantially over the lifetime of the contract, clauses will exist to end the contract after the initial first two year period with one year's notice and without financial penalty. The remaining financial obligations of the contract being managed from efficiencies elsewhere in PH.

Islington will act as the lead borough for this contract, but will have clauses with Camden to ensure any move to withdraw from funding responsibilities will not impact on Islington adversely.

Incorporated into the contract will be the financial responsibility on the provider to pay for property costs. PH will seek to source the clinic space and may hold some financial responsibility for costs in excess of the providers' financial responsibility. Any additional cost will be managed within existing PH resources.

The proposed extension of the current contracts for another 12 months, will be at the same cost as the newly proposed contracts; therefore, it will not result in any additional financial pressure.

If demand for the service exceeds capacity it will be the service provider's responsibility to contain these pressures.

In the event of providers withdrawing or being unable to fulfil their duties under the contract, PH will seek to rely on other providers in the contract consortium or on the open market. This will not incur additional costs.

The MTFs savings required for Sexual Health are not related to these recommendations and have no impact.

No additional resources are being requested or required in this report. All proposals are being met from existing resources.

4.2 **Legal Implications:**

The Council has a general duty to improve public health and must take such steps as it considers appropriate for improving the health of the people in its area including providing services or facilities designed to promote healthy living (whether by helping individuals to address behaviour that is detrimental to health or in any other way) as well as providing services or facilities for the prevention, diagnosis or treatment of illness (National Health Service Act 2006, section 2B, as amended by Health and Social Care Act 2012, section 12) The council has a specific duty to provide, or make arrangements to secure the provision of, open access sexual health services in its area, or preventing the spread of sexually transmitted infections; for treating, testing and caring for young people with such

infections and (iii)for notifying sexual partners of people with such infections (regulation 6 Local Authorities (public Health Functions and Entrance to Premises by Local Healthwatch Representatives) Regulations 2013).

Therefore, the council may provide services in relation to sexual health services as proposed in this report and enter into contracts with providers of such services under section 1 of the Local Government (Contracts) Act 1997.

The proposed contract is a public services contract subject to the light touch regime set out in Regulations 74 to 77 of the Public Contracts Regulations 2015 (the Regulations) and Schedule 3 (which identifies health, social and related services including nursing-related services). The threshold for application of the light touch regime is currently £663,540. The estimated value of the contracts is above this threshold. It will therefore need to be advertised in the Contracts Finder (via the UK e-notification service). There are no prescribed procurement processes under the light touch regime. The Council may therefore use its discretion as to how it conducts the procurement process provided that it: discharges its duty to comply with the principles of procurement namely equal treatment, non-discrimination and fair competition; conducts the procurement in conformance with the information that it provides in the advert; and ensures that the time limits that it imposes on service providers, such as responding to the advertisement are reasonable and proportionate. Following the procurement, a contract award notice is required to be published.

The Council's Procurement Rules for Light Touch Services require contracts over the value of £500,000 to be subject to competitive tendering.

The proposed procurement strategy, to advertise a call for competition and procure the service using a competitive tender process (open procedure), is in compliance with the requirements of the Regulations and the council's Procurement Rules.

The Executive may delegate authority to the Corporate Director Public Health to award the Contracts (Paragraph 8.9 Part 3 Constitution)

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

The main environmental impact from this procurement will be the use of buildings by the service provider. These will include energy and water use, consumption of materials, and the generation of waste, including clinical waste, all of which have potential carbon emissions. There will also be transport-related impacts from staff travelling to work and from visits as part of the outreach service. Journeys made by cars or taxis may result in emissions and contribute to congestion.

The council does not own the buildings the service will operate from, but the winning bidder will be asked to support the council's zero emissions goal, including discussing procuring renewable electricity for their site(s) and being encouraged to recycle as much as possible.

4.4 **Resident Impact Assessment:**

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in

particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding. A full resident impact assessment is appended.

5. Reason for recommendations

- 5.1 Public Health have a mandatory duty to provide open access sexual health services. Guidelines recommend that young people should have their sexual health needs met separately from the wider adult population as much as possible. These are well used services by our young people but also by our local young people providers such as schools, colleges, youth services and Looked After Children teams. These contracts will cease in March 2022 Camden and Islington has a young transitory population with high sexual health needs. These services have been intrinsic to supporting reductions in the underage conception and teenage pregnancy rates over several years. These services work with high number of vulnerable young people and have an important role to play in safe guarding our most vulnerable groups.

Appendices

- Appendix 1 Table of Commissioning Models
- Appendix 2 Resident Impact Assessment

Background papers:

- None

Final report clearance:

Signed by:



6 May 2021

Executive Member for Health and Care

Date

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Appendix 1

Commissioning Models Table

Model	Benefits	Issues / Concerns
<p>Network Model - this is the current model of delivery which will be reviewed</p>	<ul style="list-style-type: none"> • One member of staff to pull together work across all providers with clear structures and processes • Gives an element of independence from the network and can see the bigger picture • Providers feed into a central point but still make day to day decisions on their own services 	<ul style="list-style-type: none"> • There can be confusion over what is the co-ordinators responsibility and what is a service managers • The co-ordinator is not a manager, nor do they oversee the network and therefore decision making sits with the individual organisation leads • Whilst knowledge is shared, staffing and other skills are not shared amongst the network • There are multiple clinical governance but no lead
<p>Consortium</p>	<ul style="list-style-type: none"> • Providers will share the same objectives • Providers will pool resources • It can offer new opportunities for staff • The CAMISH 'brand' will reduce confusion amongst young people 	<ul style="list-style-type: none"> • If one provider is not performing well, all members of the consortium are responsible, this is particularly relevant for any finances that are not part of a block payment • Decision making may be slower due to the number of parties involved, this may include decisions not being made due to no consensus • Will need structure and a solid framework
<p>Lead Provider</p>	<ul style="list-style-type: none"> • Quicker decision making process • Lead provider carries the risk rather than risk being shared across several providers 	<ul style="list-style-type: none"> • Commissioning have less control if something goes wrong with a subcontracted service. The lead provider will be responsible for any action as a result of under-performance • We may limit the number of providers bidding and lose the successful collaboration we have made so far • This would support the option of streamlined governance, IT and policies and processes as highlighted in the JTAI. • Lead provider carries the risk rather than risk being shared across several providers

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Resident Impact Assessment

Young People's Sexual Health Services

Public Health

Camden and Islington Public Health are procuring a sexual health service for young people. The current contracts are due to come to an end on 31 March 2022 and we are now reviewing its performance with the support of Camden and Islington residents in order to design a new service specification.

These services will provide clinical and outreach sexual health services for young people under 25 however this age is under review and will be consulted on as part of the procurement process.

Services included in this contract are;

- Sexual health clinics
- Sexual health clinical outreach
- Workforce development
- Targeted and one-to-one support
- Relationship and sex education
- Delivery of C-card (condom distribution)

The provision of C-card is also under review and will be consulted on as part of the procurement process.

2. Resident Profile

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

		Borough profile	Service User profile
		Total: 206,285	Total: 9987
Gender	Female	51%	84%
	Male	49%	16%
Age	Under 16	32,825	3.7%
	16-24	29,418	96%
	25-44	87,177	0.5%
	45-64	38,669	N/a
	65+	18,036	N/a
Disability	Disabled	16%	0.7%

	Non-disabled	84%	83%
Sexual orientation	LGBT	No data	6.4%
	Heterosexual/straight	No data	73.5%
Race	BME	52%	30%
	White	48%	46%
Religion or belief	Christian	40%	Not collected
	Muslim	10%	Not collected
	Other	4.5%	Not collected
	No religion	30%	Not collected
	Religion not stated	17%	Not collected

3. Equality impacts

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

Is the change likely to be discriminatory in any way for people with any of the protected characteristics?

The potential lowering of the age limit for young people from under 25, to 21 and under will have an impact on 22-24 year olds accessing the service. We are considering lowering the age due to the high demand for the service. Covid has highlighted stress points on the service which have previously been managed however are not ideal for prioritisation for under 18s, those needing emergency hormonal contraception or those who have been exposed to HIV. This may also indirectly affect young people with a disability, pregnant young people, young people who are lesbian, gay, bi-sexual, transgender, non-binary and gender fluid. Lowering the age limit will be done only in consultation with service users and alternative arrangements are already available for their sexual health needs through our commissioned adults service with Central and North West London NHS Trust.

Is the proposal likely to have a negative impact on equality of opportunity for people with protected characteristics? Are there any opportunities for advancing equality of opportunity for people with protected characteristics?

Potential negative impacts have been highlighted above however whilst this is being considered, we are also using the procurement as an opportunity to support more under-represented young people in clinics. We are currently doing this through an 'Inclusivity Outreach Project' and dependant on the outcome, we will consider this role or similar within the new specification. Regardless of whether this role continues, there will be a responsibility for all providers to ensure they are working in partnership with agencies who are working with under-represented groups and supporting them into clinics. There is also a role for providers to be more inclusive in terms of their language and terminology on their forms.

Is the proposal likely to have a negative impact on good relations between communities with protected characteristics and the rest of the population in Islington? Are there any opportunities for fostering good relations?

This proposal will not have negative impact on good relations between communities with a protected characteristic. Presently and thinking to the future, providers will build stronger partnerships with services who support young people who are disabled, LGBT, male and BAME.

Is the proposal a strategic decision where inequalities associated with socio-economic disadvantage can be reduced?

Yes, we can reduce health inequalities for looked after children and care experienced young people with the work we are doing with the Children's Active Involvement Service, Foster Care, LAC, Leaving Care and supported accommodation leads.

4. Safeguarding and Human Rights impacts

a) Safeguarding risks and Human Rights breaches

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

There are no risks identified.

If potential safeguarding and human rights risks are identified then please contact equalities@islington.gov.uk to discuss further:

5. Action

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

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

Action	Responsible person or team	Deadline
Consultation with service users in regards to lowering the age limit and its impact.	Natalie Blenman	April 2021
Consultation with service users in regards to changes in how the C-card scheme operates	Natalie Blenman	April 2021

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

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

Staff member completing this form:

Signed: Natalie Blenman

Date: 20/01/2021

Head of Service or higher:

Signed: Emma Stubbs

Date: 22/01/2021